



J. TYLER McCAULEY
AUDITOR-CONTROLLER

COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-2766
PHONE: (213) 974-8301 FAX: (213) 626-5427

May 1, 2007

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**APPROVE REQUEST FOR A CONTRACT AMENDMENT WITH CGI-AMS, INC. FOR
SOFTWARE AND IMPLEMENTATION SERVICES TO ENHANCE THE COUNTY'S
FINANCIAL AND HUMAN RESOURCES APPLICATIONS
(ALL SUPERVISORIAL DISTRICTS)
(4 VOTES)**

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ()
DISAPPROVE ()**

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve, and delegate the authority to the Auditor-Controller to execute, the attached Amendment Number Three (Amendment) to the Auditor-Controller's Services and License Agreement (SLA) with CGI-AMS, Inc (CGI) to replace the human resources software system and implement the grant management functionality in the financial application. The Amendment would be on a fixed price deliverable basis in the amount of \$84,111,000 effective upon execution by your Board through the end of the last option year of maintenance services estimated to be September 30, 2012. The proposed expenditure authorization of the Amendment shall be \$7.8 million for FY2006-07; \$17.9 million for FY 2007-08; \$20.9 million for FY 2008-09; \$17.3 million for FY 2009-10; \$13.0 million for FY 2010-11; and \$7.211 million for FY 2011-12. Any amount not used in prior fiscal years would be carried forward not to exceed the total Amendment amount (\$84,111,000).
2. Instruct the Director of the Internal Services Department (ISD) to purchase the hardware and software necessary for the operation and back-up of the CGI

Advantage 3 system, in an amount estimated at \$7,624,000.

3. Approve expenditures of up to \$5,357,000 for ISD Mid-Range charges and other eCAPS operating expenses.
4. Increase the Auditor-Controller's authorization to execute change orders to the SLA for the purchase of additional services utilizing contingency funds, funding for which is included in the Amendment amount (\$84,111,000), by \$3,155,801, from \$7,000,000 to \$10,155,801.
5. Approve the attached budget adjustment for FY 2006-07 in the amount of \$7,800,000 to transfer funds from the Designation for Financial System (eCAPS) to the Auditor-Controller eCAPS Budget Unit to fund designated portions of the SLA for human resource management implementation, implementation of the eCAPS grant management functionality, project operating expenses, software and needed equipment, effective upon approval by the Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The eCAPS Project has successfully completed all major events associated with meeting the goals and objectives of Phase I activities and has also successfully completed many of the planned activities for Phase II. The attached Amendment proposes two additional subprojects for implementation of human resource management and grants management functionality.

Implementation of the Human Resource Management Subproject (eHR)

The implementation of the suite of Advantage Human Resource Management (HRM) modules will provide the County following benefits:

- Replaces the County's 27-year old payroll application (CWPAY) and the County's 17-year old time and attendance application (CWTAPPS); ultimately reducing costs by eliminating outdated applications;
- Integrates payroll and personnel administration functions with eCAPS financial and budget applications for improved position control and management, including forecasting salary and employee benefit costs;
- Collects labor information using the full chart of accounts which will improve billing and cost accounting;
- Updates the applications to a web-based architecture for ease of use and maintenance;
- Provides flexible online search capability and download functionality for improved information to manage HRM operations;

- Provides an integrated recruitment system that will eliminate multiple departmental applicant tracking applications;
- Implements web-based applications for all positions to improve the hiring process;
- Provides on-line real-time employee information to improve operations in personnel administration, payroll and timekeeping;
- Automates the core human resources system to improve processing of personnel actions such as background checks, physical exam, and live scanning before the employees are entered into the system; and
- Allows employees to perform inquiries and updates on their personal data to help maintain accuracy.

The eHR Subproject will implement all Advantage human resource management modules and third party software upon execution by your Board through September 2012. The eHR Subproject is divided in three stages:

- Stage 1 – Implementation of the Talent Management solution (recruitment) beginning March 2008;
- Stage 2 – Implementation of payroll and payroll accounting in January 2010; and
- Stage 3 – Implementation of the remaining human resource modules, including personnel administration, position control, time and attendance, benefit administration and employee self-service in January 2012.

The staging and extended schedule are a core part of the plan to ensure a successful, accurate transition from the legacy payroll and personnel applications.

Outside Consulting Firm Review

Due to the size and complexity of the eHR proposal, the County engaged blueConsulting to perform an independent review of the proposed Subproject. The consultant concluded:

- There were no specific issues from the earlier phases of eCAPS that would necessitate a delay in proceeding,
- The CGI costs for implementation of Subproject Number 6 are competitive,
- There were no significant factors that would warrant a change in the County's chosen ERP implementation approach,
- The County needs to replace its payroll system in the near future; the risk of system failure is real,
- There are significant benefits to implementing the personnel aspects of Phase III, and
- Although there are options to implement eHR differently, the costs and

implementation plans currently presented by the Auditor-Controller are reasonable.

blueConsulting stated that the County has done much to assure a positive outcome to the Subproject and made several recommendations for additional improvement. The County will be implementing the blueConsulting recommendations. For example, Amendment Number 2 to the SLA included a provision to extend the maintenance agreement for two years at a negotiated rate, not to exceed 15% per year. blueConsulting recommended the County negotiate a percentage increase lower than the 15% or specifically a lower amount. The attached Amendment includes a negotiated amount that is a 9% increase for the first additional year and no additional increase over the 9% in the second year. This resulted in total maintenance costs for the two years to be approximately \$1 million lower than the potential amount under Amendment Number 2 to the SLA.

Implementation of the Grants Management Subproject

The County does not currently have a standard application to manage the process from grant application to the County receiving an award. The existing eCAPS Project/Grant/Cost Accounting module handles the financial aspects of grants, including recording grant funds received, monitoring financial activity and providing automated billing/accounts receivable functionality relative to grants received by the County. Subproject Number 9 implements the grants management functionality that will allow departments to track County activity from the identification of a grant opportunity through the close-out/audit documentation of grants received.

Since CGI is planning to include much of the new grants management functionality in a future release of their Advantage application, CGI has agreed to a cost sharing approach with the County resulting in significant cost offsets for software development.

Implementation of Strategic Plan Goals

The proposed Amendment promotes the Board-approved County Strategic Plan Goals of Service Excellence, Workforce Excellence, Organizational Effectiveness, and Fiscal Responsibility. In addition, the Amendment substantially completes the development of the County's enterprise financial and human resource applications and provides the County a foundation for continued system upgrades and improved management information and efficiencies in the County's business operations.

FISCAL IMPACT/FINANCING

The projected costs under the Amendment for the human resources and grants management subprojects, equipment to support the subprojects, Internal Services

Department (ISD) development charges, and other operating charges through September 30, 2012 are described below:

I. Amendment Number Three - \$84,111,000

Amendment Number Three is comprised of the following components:

Table 1: Amendment Number Three

Category	Estimates	Amount
• Implementation Services		
○ Human Resource Management (eHR)		\$67,794,580
▪ Payroll / Time and attendance	\$47,119,130	
▪ Recruitment and Applicant Tracking	\$ 4,056,320	
▪ Position Control / Classification	\$ 6,709,565	
▪ Personnel Administration	\$ 9,909,565	
○ Grant Management		\$ 2,600,000
•	Sub-total	\$70,394,580
• Third party Software		\$ 1,270,000
• County Contingency		\$ 3,155,801
• Expanded Maintenance Services		\$ 9,290,619
Amendment Number Three Total		\$84,111,000

a. Implementation Services (\$70,394,580)

Under the SLA as amended under the Amendment, implementation services is a fixed price deliverable costing \$70,394,580 and consisting of:

- i. Human Resource Management Implementation (eHR) (\$67,794,580);
and
- ii. Grants Management (\$2,600,000)

Implementation services under the SLA cover deliverables for each Subproject schedule from the effective date of the SLA to the proposed "Go-Live" date for each Subproject. The specific Subproject deliverables, implementation services, payment schedules, and final acceptance dates are identified in each of the Subproject SOWs.

The SOWs follow similar project management approaches and methodologies successfully used in earlier phases of the project. Improvements have been made in the CGI approach in several areas, including interface development, conversion of legacy data, the report development approach, and the expansion

of training approaches to accommodate the increased volume of staff to be trained.

b. Third Party Software (\$1,270,000)

The cost of the third party software is payable to CGI during FY 2006-07 upon installation and acceptance of the software for the Talent Management solution. The fee also includes additional software development licenses for implementation of the other human resource management modules.

c. County Contingency (\$3,155,801)

The Amendment provides for an increase of the existing \$7,000,000 contingency amount by \$3,155,801 to provide funds for the Auditor-Controller to purchase more of the same type of implementation services on a fixed price deliverable basis. These funds will be used for such items as additional modifications identified to meet or improve County business processes, additional training services, report development not covered in the existing business requirements, or unforeseen changes identified during the development stages of the project.

d. Maintenance Services for Expanded Support and Hosting Talent Management Applications (\$9,290,619)

Maintenance Services

The SLA as amended provides for standard maintenance services for both the financial and human resources suite of applications and Platinum Support for the financial modules. The Amendment provides for an expanded level of maintenance service (CGI Platinum Support) for the County HRM modules and two additional years of maintenance for all modules through September 30, 2012.

Hosting of Talent Management Services

The eHR subproject includes the use of third-party applications to meet the County's business requirements for recruitment and item analysis. Since the recruitment services require direct access to the public and a different technical architecture is necessary, the CGI proposal hosts the application through a third-party business partner, Kenexa.

The cost of outside hosting is a fixed fee that covers the cost of equipment, operating software and application upgrades to remain in line with the Advantage suite of products.

The Amendment, in the amount of \$84,111,000, increases the total Contract Sum to

\$151,223,378.

II. Equipment and Operating Expenses - \$12,981,000

The development costs for equipment, operating software and operating expenses through September 2012 are shown in Table 2 and Table 3 below:

Equipment

Table 2: One-time Equipment Expenses for Amendment Number 3

Category	Amount
• Equipment & Operating Software	\$ 5,411,000
• Disaster Recovery Equip / Software	\$ 2,213,000
Equipment Total	\$ 7,624,000

The cost of equipment to cover the web servers, application servers, database servers, and operating system software is estimated not to exceed \$7,624,000. Included is \$2,213,000 for the purchase of equipment and system operating software to provide disaster recovery backup for the human resource modules.

Operating Expenses

Table 3: One-time Operating Expenses for Amendment Number 3

Category	Amount
• ISD Mid-range charges for expanded services	\$ 4,607,000
• eCAPS Project operating expenses	\$ 750,000
Operating Expense Total	\$ 5,357,000

Funds are requested to cover project operating expenses related to the development costs of this amendment in two areas: mid-range charges, projected at \$4,607,000 for Amendment Number 3 which include mid-range charges from ISD for the operation and setup of the equipment necessary for the development of the Subprojects and \$750,000 to cover miscellaneous costs incurred by the eCAPS / eHR Project Team, such as office supplies, mileage, etc.

Other Operating Costs

In addition to equipment and the direct development costs, the County will incur costs in support of the eCAPS / eHR Project related to staff time and other resources allocated to ensure a successful project implementation. These costs include:

- **Space for eCAPS Project Staff** – Due to the size of the eHR Subproject, it will be necessary to provide additional space to County and vendor staff associated with the project during the next 5-6 years.

- **Additional staff** - Additional staff requirements have been identified by DHR, CAO, ISD and the Auditor-Controller to provide direct support to the eCAPS / eHR Project and backfill behind the staff assigned to the subproject in order to maintain existing operations or to support the new application after implementation.
- **County Tasks in Support of the Subproject** – County departments will incur costs to modify legacy applications to create new interfaces to the eCAPS/eHR application or to convert legacy data for setup of the new application.
- **Report Development** – The contract provides for the vendor to complete a report analysis of 500 reports and to develop 300 of those reports. The County will be responsible for the development of the remaining 200 reports and any additional reports identified by departments during implementation.
- **Staff Training** – The eCAPS/eHR training model involves the vendor, eCAPS/eHR Project Team, and additional staff from County departments to act as co-trainers to assist in the training. This approach develops departmental experts in the use of the application and aids in the transition to the new application, but requires a commitment of department staff time.
- **Changing business procedures** – The eCAPS Project has resulted in numerous changes to County business procedures for the financial modules and will also have a significant impact on the human resource operations. Departments will be required to modify their internal business procedures to accommodate the new application.

The CAO will return to your Board with recommendations related to space/facilities and any additional County staff requirements as part of the Final Changes process of the FY 2007-08 County Budget.

III. Financing

The budgetary authority required to cover the development costs of the eCAPS /eHR Project in FY 2006-07 and over the next five years is as follows:

Table 4: eCAPS Amendment Number 3 Project Development Costs by Fiscal Year

Fiscal Year	FY 2006 - 07	FY 2007 - 08	FY 2008 - 09	FY 2009 - 10	FY 2010 - 11	FY 2011 - 12	Category Total
SLA Costs	\$ 7,800,000	\$ 17,900,000	\$ 20,900,000	\$ 17,300,000	\$ 13,000,000	\$ 7,211,000	\$ 84,111,000
Equipment	\$ 0	\$ 2,921,800	\$ 2,121,300	\$ 1,303,200	\$ 1,277,700	\$ 0	\$ 7,624,000
County Operating Costs	\$ 0	\$ 428,000	\$ 689,000	\$ 2,862,000	\$ 689,000	\$ 689,000	\$ 5,357,000
Total By Fiscal Year	\$ 7,800,000	\$ 21,249,800	\$ 23,710,300	\$ 21,465,200	\$ 14,966,700	\$ 7,900,000	\$ 97,092,000

Funding requirements for the FY 2006-07 (\$7.8 million) is available in the Designation for Financial System (eCAPS) to cover the recommended budget adjustment. The

additional funding requirements for FY2007-08 will be addressed in Final Changes. Funding for FY2008-09 through FY2011-12 will be addressed in the annual Proposed Budget process.

IV. Phase III – Total Project Net County Cost

The total project net County cost for development of Phase III financial and human resources applications, including contractual expenses, hardware, acquisition and maintenance of the Cognos Enterprise License, facilities and related equipment, additional staffing, and other operating expenses for the period through 2011-12 are estimated at \$127.4 million as summarized below:

Table 5: Total Project Net County Cost for Phase III

Item	Net County Cost (through 2011-12)
CGI-AMS Amendment Number 2, Equipment, County Charges	\$ 14,832,000
CGI-AMS Amendment Number 3, Equipment, County Charges	97,092,000
Space/Facilities/Furniture/Office Equipment (estimate)	4,500,000
Other County Operating Charges	2,523,000
Cognos Enterprise License Maintenance (5 year total)	1,080,000
Additional Staffing (5 year total) (estimate)	7,444,000
Total Phase III – Net County Cost	\$127,471,000

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The proposed Amendment follows the same contractual structure as the original SLA, Amendment Number One and Amendment Number Two.

The proposed Amendment for the two Subprojects provides revised appendices and exhibits consisting of:

- An extension of the contract term by approximately two years estimated to be September 30, 2012.
- Fixed price deliverable based terms for the services identified in each specific Statement of Work.
- A perpetual license for the Talent Management application and related third-party modules.
- An expanded maintenance agreement to provide additional services over the standard maintenance level for the remainder of the term of the SLA.

In accordance with your Board's policy of employing outside counsel for certain information technology contracts, the law firm of Mitchell, Silberberg & Knupp LLP was retained, and participated with County Counsel in the negotiations, review, and

finalization of the proposed Amendment.

CONTRACTING PROCESS

In order to determine a cost estimate for the scope of the Amendment, the Auditor-Controller, in conjunction with the affected departments, provided CGI with the County's business requirements to support each of these Subproject areas. Based on the County requirements, CGI submitted proposals and a Statements of Work (SOW) for each of the Subprojects. Upon receipt of the CGI proposals, the Auditor-Controller, with the assistance of County Counsel, outside counsel, and the affected departments entered into contract negotiations with CGI as the sole provider and implementer of their CGI Advantage products.

The proposed Amendment is consistent with the provisions of the original SLA as follows:

- No provisions of the original SLA are changed that will affect the successful delivery and implementation of the financial applications in the original SLA;
- The financial penalty provisions for missing Key Milestones, negotiated as part of the original SLA, apply to each of the two Subprojects;
- The multi-year maintenance provisions are modified from those negotiated in the original SLA to provide the expanded level of support and extended until September 30, 2012;
- All County required terms and conditions of the original SLA have been updated to conform with the current standard County terms and conditions and applied to the Amendment;
- Major terms and definitions, such as Key Milestones; review and approval of deliverables; hold-back of payments, Go-Live and Final Acceptance, for each Subproject remain the same as in the original SLA; and
- The Aggregate Liability Provisions of the original SLA as amended under the Amendment vary throughout the term of the SLA based on each Subproject added.

IMPACT ON CURRENT SERVICES

The proposed Amendment for the expansion of the eCAPS/eHR Project will impact all County departments. The eCAPS/eHR project will be led by the Auditor-Controller and staffed with County staff from several County departments. The Grants Management Subproject will be led by the Department of Public Works. The eHR Subproject will be comprised of multiple functional teams and led by the Auditor-Controller with staff participation from the CAO for Position Control and Compensation, the Auditor-Controller in the areas of payroll, time and attendance and systems support; Department of Human Resources for recruitment, personnel administration and leave

administration with ISD providing technical support; and other departments providing expertise involving department human resource operations.

In addition, departments heavily impacted by the eHR Subproject will be requested to contribute one or more full-time staff to the project. The CIO will provide project oversight and assistance during the project.

Close coordination will be required with the eCAPS/eHR Project regarding future changes to the County's Memorandums of Understanding (MOU). The County has agreed with the County's labor unions to provide information sessions to keep them informed of the eHR progress. MOU changes may impact the design of the eHR applications, better utilize the new application's functionality, and could impact the timing on implementing any changes. Careful consideration must be given to minimize the County's risk of implementation.

CONCLUSION

Approval of the proposed Amendment will establish countywide applications that improve the County's financial and human resources systems operated by the Auditor-Controller, Internal Services Department, CAO and Department of Human Resources.

The eHR proposals under the proposed Amendment allow the County to take advantage of a unique opportunity to develop an application that meets the County's business requirements, coordinates this with a release of the vendor's software application and provides cost sharing arrangements.

The expanded maintenance services provide on-site support on a 24-hour/7-day basis to assure the County a timely and cost-effective approach to meet the County's operational needs. This service assists the County in remaining current with application improvements over the years. It also allows the County to reduce the use of its resources and greatly reduce the risk of outdated applications hindering departments' ability to meet the County's future financial and human resource needs.

The Honorable Board of Supervisors
May 1, 2007
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Approval of this contract amendment continues the momentum and interest by all County departments in the eCAPS/eHR Project and leverages the expertise gained in Phase I and II of the eCAPS/eHR Project.

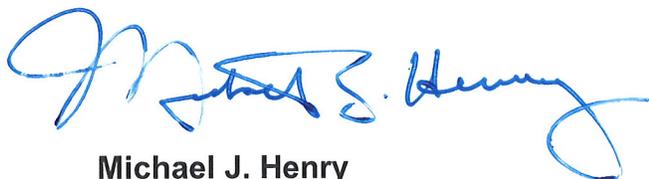
Respectfully submitted,



J. Tyler McCauley
Auditor-Controller

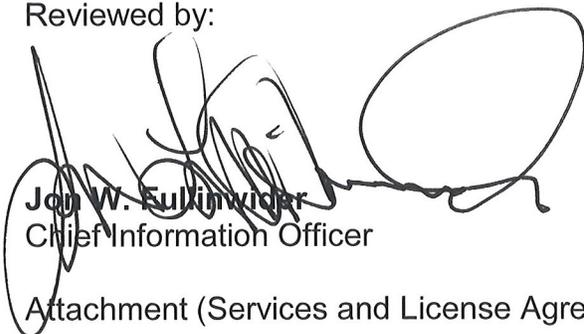


David E. Janssen
Chief Administrative Officer



Michael J. Henry
Director, Department of Human Resources

Reviewed by:



Jon W. Fullinwider
Chief Information Officer

Attachment (Services and License Agreement Amendment)

- c: Raymond G. Fortner, County Counsel
Dave Lambertson, Director, Internal Services Department
Sachi Hamai, Executive Officer, Board of Supervisors
Information Systems Commission
Public Information Office

CIO ANALYSIS
AMENDMENT NUMBER THREE TO SERVICES AND LICENSE AGREEMENT
WITH CGI, INC.

CIO RECOMMENDATION: **APPROVE** **APPROVE WITH MODIFICATION**
 DISAPPROVE

Contract Type:
 New Contract **Contract Amendment** **Contract Extension**
 Sole Source Contract **Hardware Acquisition** **Other**

New/Revised Contract Term: **Base Term:** Five Years **# of Option Yrs** N/A

Contract Components:
 Software **Hardware** **Telecommunications**
 Professional Services

Project Executive Sponsor: J. Tyler McCauley, Auditor-Controller

Budget Information :

Y-T-D Contract Expenditures	\$67,112,378
Requested Contract Amount	\$84,111,000
Aggregate Contract Amount	\$151,223,378

Project Background:

Yes	No	Question
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project legislatively mandated?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project subvented? If yes, what percentage is offset? Departments, however, do submit eCAPS administrative and operational costs for coverage through their state and federal claiming procedures
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project/application applicable to (shared use or interfaced) other departments? If yes, name the other department(s) involved? As an enterprise financial, materials management, personnel and payroll systems, it is used by all departments and has many interfaces with departmental systems.

Strategic Alignment:

Yes	No	Question
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project in alignment with the County of Los Angeles Strategic Plan?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project consistent with the currently approved Department Business Automation Plan?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project's technology solution comply with County of Los Angeles IT Directions Document?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project technology solution comply with preferred County of Los Angeles IT Standards?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	This contract and/or project and its milestone deliverables must be entered into the Information Technology Tracking System (ITTS).

Project/Contract Description:

The Department of the Auditor-Controller (A-C) is requesting your Board's approval of Amendment Three to a Services and Licenses Agreement (SLA) with CGI Technologies and Solutions Incorporated (CGI) to replace the County's human resources software applications and to extend grants management functionality into eCAPS. This Amendment includes the following:

- Implementation services in the amount of \$69,794,580 for the replacement of the County's existing human resources (CWTAPPS) and payroll (CWPAY) systems with CGI's Advantage 3 Human Resources Management (HRM) Modules;
- Implementation services in the amount of \$2,600,000 for a new Grants Management Module for the eCAPS system;
- A request for the Director of the Internal Services Department (ISD) to purchase the hardware and software necessary for the operation and back-up of the CGI Advantage 3 system, in an amount estimated at \$7,624,000;
- Approval for expenditures of up to \$5,357,000 for ISD Mid-Range charges and other eCAPS operating expenses; and
- Increase of the Auditor-Controller's authorization to execute change orders to the SLA necessary for the purchase of additional services utilizing contingency funds by \$3,155,801 from \$7,000,000 to \$10,155,801.

This Amendment will increase the contract amount by \$84,111,000 for a maximum contract obligation of \$151,223,378. To initiate the Amendment, the A-C is requesting Board approval for a Fiscal year (FY) 2006-07 budget adjustment in the amount of \$7,800,000 to transfer funds from the Designation for Financial System (eCAPS) account to the Auditor-Controller eCAPS budget.

Background:

In April 2004, the County entered into an Agreement with CGI to upgrade the County's existing legacy financial system. The implementation plan identified a phased implementation for the full suite of Advantage 3 financials with the initial project labeled "eCAPS Phase I". eCAPS Phase I became operational in July 2005 and was comprised of the following modules: General Ledger, Accounts Payable, Accounts Receivable, and Cost/Project/Grant Accounting.

In April 2005, your Board approved Amendment One of the Agreement to add the following components to eCAPS: Capital Assets module; Inventory and Procurement modules; Department of Health Services (DHS) Time Collection module; the design of Human Resource Management; the analysis of several legacy systems and a Budget Preparation system. This portion of the multi-phased eCAPS project was labeled "eCAPS Phase II" and each of the component's progress towards completion is described below:

- DHS Time Collection piloted at Rancho Los Amigos Rehabilitation Center in June 2006;
- Budget Preparation system became operational in January 2006;
- Capital Assets module was operational for departments in December 2006;
- The Human Resource Management design subproject was completed in June 2006;
- The analysis of several Legacy applications for Interest Allocation, CAFR support and Grants Management was completed by October 2006;
- Inventory is scheduled to become operational July 2008 with the implementation of DPW's inventory functionality; and

- Limited functionality for Procurement became operational with ISD/Purchasing for requisitions and bids in March 2007 with full functionality at ISD scheduled for July 2007. The rollout to additional County departments is scheduled to begin in July 2008 for DPW and Shared Services.

In December 2006, your Board approved Amendment Two of the Agreement to integrate the functionality found in DPW's Financial Accounting System (FAS) into eCAPS Phase I financial modules; support for the rollout of Time Collection functionality to other departments, upgrade CGI's Standard Support to CGI Platinum Support, and to acquire a Cognos enterprise software license to support eCAPS and other departments reporting needs. The status of these Amendment components is as follows:

- Time Collection is currently being implemented within DHS Administration and selected departments within the Auditor-Controller's Shared Services operation;
- FAS implementation is currently developing the software changes necessary for implementation and planning the conversion of FAS data into eCAPS; and
- CGI Platinum Support and Cognos Enterprise License components have been acquired.

Concurrent with Amendment Two was the recommendation to retain the services of an outside independent consultant to evaluate the County's integration strategy and associated costs for Amendment III: The report by the consultant was completed and shared with Board Deputies in April 2007. The report concluded the following: There were no specific issues from the earlier eCAPS phases that would necessitate a delay in proceeding with Amendment III; the CGI costs for the HRM implementation are competitive with costs for similar size implementations; and there were no significant factors in the County's integrated system strategy that would warrant a change in the County's chosen ERP direction.

Amendment Three, which will replace the County's human resources software applications, is comprised of the following HRM modules: Payroll, Payroll Accounting, Time and Attendance, Recruitment, Position Control, Compensation, Personnel Administration, and Employee Self-Service. The new HRM modules will provide the following benefits:

- Automates the core human resources system to improve processing of position control and personnel action requests for hiring or replacing County employee positions;
- Replaces the County's 27-year old payroll application (CWPAY) and 17-year old time and attendance application (CWTAPPS);
- Integrates payroll and personnel administration functions with eCAPS financial and budget applications for improved position control and management;
- Collects labor information using the full chart of accounts, improving billing and cost accounting;
- Provides an integrated recruitment system that will eliminate multiple departmental applicant tracking applications; and
- Allows employees to perform inquiries and updates on their personal data to help maintain accuracy.

Amendment III also introduces a Grants Management module. It allows departments to track County activities from the identification of a grant opportunity through the close-out/audit documentation of grants received, replacing manual, labor intensive processes.

Project Justification/Benefits:

This Amendment provides the opportunity for the County to realize significant progress toward the completion of an integrated countywide software solution to address administrative functions that are common across County departments. CGI's Advantage 3 HRM modules will provide this integration without the ongoing cost of maintaining and supporting interfaces to separate financial, materials management, personnel and payroll products.

Amendment III will upgrade the County's personnel and payroll business processes and software modules. The completion of the HRM functionality will provide the County with the budgetary and position control for the largest costs within the County's operating budget: Employees with their salary and extended benefits costs.

The Amendment also provides for the implementation of a Grants Management module. This module will provide the County with functionality for recording grant funds received, monitoring financial activity and providing automated billing/ accounts receivable functionality relative to grants received by the County.

Project Metrics:

Amendment III identifies the two components that will comprise eCAPS' final implementation. The first of these components is the HRM modules' implementation, for the County's personnel and payroll business processes. Its implementation, which is scheduled to last five (5) years, has been broken into 3 stages. These stages are described below:

- Stage 1: Talent Management will be implemented by Kenexa, a CGI's business partner, to meet the County's recruitment and applicant tracking business processes;
- Stage 2: Payroll and Payroll Accounting will be implemented by CGI to meet the County's payroll business processes; and
- Stage 3: Time and Attendance, Recruitment, Position Control, Compensation, and Personnel Administration will be implemented by CGI to meet the County's personnel business processes.

The Grants Management module will be implemented in a single stage. Each of components has a Statement of Work (SOW), which identify key milestones that measure progress and carry financial penalties if they are missed.

Impact If Proposal Is Not Approved:

The County would be required to develop alternate acquisition strategies for separate solutions to address the County's business financial, materials management, personnel and payroll functions. This approach will substantially increase the acquisition and ongoing maintenance costs. Failure to approve the recommended action could also result in the missed opportunity to implement a common integrated software solution on a countywide basis.

Alternatives Considered:

The alternative examined and deemed undesirable was a "Best of Breed" approach. This approach calls for independent acquisitions of disparate financial, materials management, personnel and payroll solutions. This approach was judged to be more costly and would limit the County's ability to manage its administrative functions using standard tools and to minimize its ongoing application and interface maintenance costs.

Project Risks:

Project management activities are divided-into individual work plans to mitigate potential risks and maximize the probability of each subproject's success. The SOW for each of subprojects identifies key milestones that measure progress and carry financial penalties if they are missed.

Risk Mitigation Measures:

Each of these subprojects leverages CGI's project management methodology that has been worked successfully in previous eCAPS phases. Each implementation component will adhere to a Project Control Plan that identifies the key planning and control documents. These documents outline how key management activities are carried out to ensure that the project goals are achieved and risks are mitigated. The Amendment maintains the original contractual components for:

- A 15% holdback on each invoice amount for each of the components. The release of the holdback for each component varies based on the component and the vendor meeting specific deliverables.
- A Limitation of Liability set at 150% of the total cost for each of the components.
- Defined warranty period for defects for customizations to the Application Software.
- The standard termination requirement for the County to recover its costs is included, but was modified to give the County the right to pursue coverage of costs rather than AMS automatically paying these costs without a review.

The CIO will provide project oversight and independent verification and validation of progress based on the project plan, Statement of Work and the contract.

Amendment III will consolidate several completely decentralized and disparate departmental business processes (recruitment / applicant tracking and personnel action requests / position control) onto a single software platform. To reduce the risk of the increased scope, my office will work with the A-C to develop and maintain the following.

1. Systems Context Diagram (SCD): The eCAPS project team will maintain a SCD detailing the County's existing systems, which systems are targeted for replacement, the new HRM modules that will be implemented and all inbound and outbound interfaces for the remaining systems and for the new HRM modules.
2. Table Relationship Diagram (TRD): The eCAPS project team will maintain a TRD documenting all tables in the existing systems and in the new HRM modules. The TRD also defines the entity relationships between the existing tables and new HRM tables.

Financial Analysis:

Amendment Three for funding eCAPS Amendment III will increase the CGI maximum contract amount by \$84,111,000 to an Agreement Maximum of \$151,223,378. The A-C has also identified costs of \$12,981,000 in this Board request to purchase additional hardware, operating costs and services necessary to operate the eCAPS application and ensure disaster recovery, which brings the total expenditures to an estimated \$97,092,000.

The project's implementation services will occur over the next five (5) years. The proposed expenditure authorization of Amendment III for each fiscal year is scheduled as follows:

- \$7.80 million for FY 2006-07;
- \$17.9 million for FY 2007-08;
- \$20.9 million for FY 2008-09;
- \$17.3 million for FY 2009-10;
- \$13.0 million for FY 2010-11; and
- \$7.21 million for FY 2011-12.

The requested funding for FY 2006-07 of \$7,800,000 is available in the eCAPS Designation for the eCAPS System account and a request for appropriation adjustment to transfer funds to the Auditor-Controller in the same amount is included with this Board letter.

eCAPS Phase III Costs Breakdown:

Amendment Three Components:	
Human Resources Management (HRM)	
• Payroll / Time and attendance	\$47,119,130
• Recruitment and Applicant tracking	\$4,056,320
• Position Control / Classification	\$6,709,565
• Personnel Administration	\$9,909,565
Grants Management	\$2,600,000
Kenexa Talent Management Recruitment Software	\$1,270,000
Expanded Maintenance Services and Recruitment Hosting	\$9,290,619
Contract contingency amount	\$3,155,801
Implementation Subtotal	\$84,111,000
Additional Amendment Three Components:	
Additional Hardware and Software	\$7,624,000
ISD Operating Costs	\$5,357,000
Additional Components Subtotal	\$12,981,000
Total Expenditures	\$97,092,000

Total CGI Contract and Amendment cost are detailed below:

CGI Contract Amount Summary:

CGI contract amount for eCAPS Contract	\$13,815,000
CGI contract amount for eCAPS Amendment I	\$37,291,618
CGI contract amount for eCAPS Amendment II	\$16,005,760
CGI contract amount for eCAPS Amendment III	\$84,111,000
Total Contract Amount	\$151,223,378

A five (5) year eCAPS projected cost summary is presented below. It identifies the space, facilities, furniture and office equipment needed to house the eCAPS and CGI project team for the implementation period, the five (5) years maintenance cost for the Cognos enterprise software license and the five (5) years total cost for the additional staffing for the project team.

Five Year eCAPS Projected Cost Summary:

eCAPS total expenditures for eCAPS Contract	\$19,915,000
eCAPS total expenditures for eCAPS Amendment I	\$45,490,157
eCAPS total expenditures for eCAPS Amendment II	\$24,540,000
eCAPS total expenditures for eCAPS Amendment III	\$84,111,000
Five (5) Year Space/Facilities/Furniture/Office Equipment Costs	\$4,500,000
Five (5) Year Cognos Enterprise License Maintenance Costs	\$1,080,000
Five (5) Year Total Project Team Staffing Costs	\$7,444,000
Total Project Expenditures	\$187,080,157

CIO Concerns:

None

CIO Recommendations:

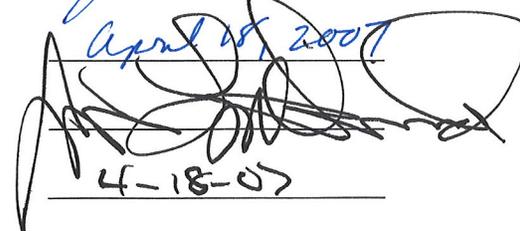
This action initiates the final phase of a multi-phased plan for development and implementation of an integrated administrative system for the County of Los Angeles. The eCAPS system and the level of integration it provides will increase operational efficiencies and reduce maintenance costs. We recommend your Board's approval of the recommended action.

CIO APPROVAL

Date Received: April 17, 2007

Prepared by: James R. Hall

Date: April 18, 2007

Approved: 

Date: 4-18-07

COUNTY OF LOS ANGELES
REQUEST FOR APPROPRIATION ADJUSTMENT

DEPT'S. No. 050

DEPARTMENT OF Auditor-Controller

May 2007 ~~XXX~~

AUDITOR-CONTROLLER.

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF ADMINISTRATIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY 2006-07
4-VOTES

SOURCES

USES

eCAPS Designation for Financial System
A01-3068
\$7,800,000.00

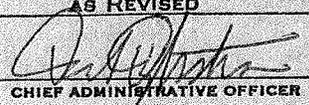
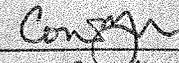
Auditor-Controller Department-*eCAPS PROJECT*
Services and Supplies
A01-AU-10799-2000
\$7,800,000.00

JUSTIFICATION

This appropriation adjustment transfers funding from the Designation for Financial System (eCAPS) to the Auditor-Controller's eCAPS Budget Unit to fund the FY 2006-07 portion of eCAPS Amendment Number 3, as directed by the Board of Supervisors.


Eric Sink, Budget and Fiscal Officer

CHIEF ADMINISTRATIVE OFFICER'S REPORT

REFERRED TO THE CHIEF ADMINISTRATIVE OFFICER FOR	ACTION	APPROVED AS REQUESTED <input checked="" type="checkbox"/>	AS REVISED
	<input checked="" type="checkbox"/> RECOMMENDATION	APRIL 11, 2007	 CHIEF ADMINISTRATIVE OFFICER
AUDITOR-CONTROLLER BY	 April 11 2007	APPROVED (AS REVISED): BOARD OF SUPERVISORS	19
No. 222		BY	DEPUTY COUNTY CLERK

AMENDMENT NUMBER THREE

TO

SERVICES AND LICENSE AGREEMENT

BETWEEN

COUNTY OF LOS ANGELES

AND

CGI TECHNOLOGIES AND SOLUTIONS INC.

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AMENDMENT NUMBER THREE TO SERVICES AND LICENSE AGREEMENT

This Amendment Number Three to Services and License Agreement (“Amendment Number Three”) is executed as of May __, 2007 (the “Amendment Number Three Effective Date”), by and between the County of Los Angeles in the State of California (hereafter, “COUNTY”) and CGI Technologies and Solutions Inc. (formerly, CGI-AMS Inc.), a Delaware corporation (“CGI” or “CGI-AMS”), with reference to the following facts.

Recitals

A. COUNTY and American Management Systems, Incorporated, a Delaware corporation (“AMS”), entered into that certain Services and License Agreement as of April 6, 2004 (the “SLA”), for the delivery of a System, as defined therein.

B. Effective as of October 1, 2004, AMS changed its name to CGI-AMS Inc. Accordingly, COUNTY and CGI-AMS are the current parties to the SLA, and all references to "AMS" in the SLA now refer to CGI-AMS.

C. Effective as of March 23, 2005, COUNTY and CGI-AMS entered into Change No. 1 ("Change Notice No. 1") to the SLA, which, among other things, amended the SLA to (i) supplement the existing business requirements thereunder, (ii) make certain other changes to the terms of the SLA based on those new business requirements.

D. Effective as of April 19, 2005, COUNTY and CGI-AMS entered into Amendment Number One ("Amendment No. 1") to the SLA which, among other things, supplemented and amended the SLA to provide for (i) the performance of additional services (Subprojects 1 through 5), (ii) the licensing of additional software, and (iii) the extension of maintenance services to cover the additional licensed software.

E. Effective as of July 1, 2005, COUNTY and CGI-AMS entered into Change Notice No. 2 ("Change Notice No. 2") to the SLA, which, among other things, amended the SLA to supplement the training and post-implementation support services provided for under the SLA.

F. Effective as of October 12, 2005, COUNTY and CGI-AMS entered into Change Notice No. 3 ("Change Notice No. 3") to the SLA, which, among other things, amended the SLA to modify the Due Dates associated with the Performance Test Plan & Results Key Milestone and the End User Training Key Milestone for Subproject 4.

G. Effective as of October 12, 2005, COUNTY and CGI-AMS entered into Change Notice No. 4 ("Change Notice No. 4") to the SLA, which, among other things, amended the SLA to supplement the existing business requirements for Subproject 2.

H. Effective as of January 1, 2006, COUNTY and CGI-AMS entered into Change Notice No. 5 ("Change Notice No. 5") to the SLA, which, among other things, amended the SLA in order to supplement the post-implementation support services provided for under the SLA.

I. Effective as of March 8, 2006, COUNTY and CGI-AMS entered into Change Notice No. 6 ("Change Notice No. 6") to the SLA, which, among other things, amended the SLA in order to (i) modify the Due Dates of Key Milestones; (ii) supplement the end user training support services; and (iii) further supplement the post-implementation support services provided for under the SLA.

J. Effective as of April 20, 2006, COUNTY and CGI-AMS entered into Change Notice No. 7 ("Change Notice No. 7") to the SLA, which, among other things amended the SLA in order to modify the Due Date associated with the HRM Design Document for Subproject 3.

K. Effective as of June 14, 2006, COUNTY and CGI-AMS entered into Change Notice No. 8 ("Change Notice No. 8") to the SLA, which, among other things, amended the SLA to further supplement the post-implementation support services provided for under the SLA.

L. Effective as of June 14, 2006, COUNTY and CGI-AMS entered into Change Notice No. 9 ("Change Notice No. 9") to the SLA, which, among other things, amended the SLA to further supplement the existing business requirements provided for under the SLA.

M. Effective as of June 14, 2006, COUNTY and CGI-AMS entered into Change Notice No. 10 ("Change Notice No. 10") to the SLA, which, among other things, amended the SLA to add an Envision Phase for the analysis of a Grant Management System and to make certain other changes to the terms of the SLA based on those new business requirements.

N. Effective as of July 12, 2006 COUNTY and CGI-AMS entered into Change Notice No. 11 ("Change Notice No. 11") which, among other things, amended the SLA to supplement the post-implementation support services and to make certain other changes to the terms of the Agreement based on these new services to be provided.

O. Effective as of August 9, 2006, COUNTY and CGI-AMS entered into Change Notice No. 12 ("Change Notice No. 12") which, among other things, amended the SLA to provide for supplemental the post implementation support services.

P. Effective as of August 9, 2006, COUNTY and CGI-AMS entered into Change Notice No. 13 ("Change Notice No. 13"), which among other things, amended the SLA to supplement the existing business requirements and make certain other changes based on those new business requirements.

Q. Effective as of August 9, 2006, COUNTY and CGI-AMS entered into Change Notice No. 14 ("Change Notice No. 14") which, among other things, amended the SLA to provide for additional training services.

R. Effective as of September 20, 2006, COUNTY and CGI-AMS entered into Change Notice No. 15 ("Change Notice No. 15") to the SLA, which, among other things, amended the SLA to further supplement the existing business requirements provided for under the SLA.

S. Effective as of September 20, 2006, COUNTY and CGI-AMS entered into Change Notice No. 16 ("Change Notice No. 16") to the SLA, which, among other things,

amended the SLA to (i) supplement the project management services provided for under the SLA; (ii) amend the allocation of post implementation support services provided for under the SLA; (iii) delete or modify the services associated with selected deliverables; (iv) modify the Due Dates of Key Milestones based on a phased implementation of the AMS Advantage modules (Asset Management, Inventory Management, and Procurement) and to make certain other changes to the terms of the Agreement based on these changes in services and requirements.

T. Effective as of November 1, 2006 CGI-AMS changed its name to CGI Technologies and Solutions Inc. ("CGI") Accordingly, COUNTY and CGI are the current parties to the SLA, and all references to "AMS" or "CGI-AMS" in the SLA now refer to "CGI" or "CGI-AMS".

U. Effective as of December 19, 2006 COUNTY and CGI-AMS entered into Amendment Number Two ("Amendment No. 2") to the SLA which, among other things, supplemented and amended the SLA to provide for (i) the performance of additional services (Subprojects 7 and 8), (ii) the licensing of additional Third Party Software, and (iii) the addition of enhanced maintenance services.

V. Effective as of December 20, 2006 COUNTY and CGI-AMS entered into Change Notice No. 17 ("Change Notice No. 17") to the SLA which, among other things, amended the SLA to (i) supplement the post implementation support services; (ii) supplement the existing business requirements; (iii) amend the allocation of post implementation support services; (iv) modify the services associated with selected deliverables, and (v) to make certain other changes to the terms of the Agreement based on these changes in services and requirements (the SLA, as amended by Change Notice No. 1, Amendment No. 1, Change Notice No. 2, Change Notice No. 3, Change Notice No. 4, Change Notice No. 5, Change Notice No. 6, Change Notice No. 7, Change Notice No. 8, Change Notice No. 9, Change Notice No. 10, Change Notice No. 11, Change Notice No. 12, Change Notice No. 13, Change Notice No. 14 Change Notice No. 15, Change Notice No. 16, Amendment No. 2 and Change Notice No. 17 is referred to herein as the "Agreement").

W. The parties now wish to supplement and amend the Agreement in order to provide for the performance of additional services, organized as two new subprojects ((Subprojects 6 and 9) – each a "Subproject" and collectively with Subprojects 1 through 5, 7 and 8, the "Subprojects").

NOW, THEREFORE, in consideration of the foregoing facts and the mutual covenants set forth herein, and pursuant to Paragraph 6 (Change Notices and Amendments) of the Agreement, COUNTY and CGI-AMS hereby agree to amend the Agreement as follows.

1. Definitions

Capitalized terms used but not defined in this Amendment Number Three will have the meanings indicated for them in the Agreement.

2. Freeze Dates

Subparagraph 1.4.33 (Freeze Date) of Paragraph 1 (Definitions) of the Agreement is amended to add the following at the end thereof:

"(vii) with respect to Subproject 6 (a) as to software, (a) Deliverable 4.4.1.4.16 (Client Iteration Test – Iteration 3); and (b)(1) as to Stage 1 (Talent Management) configurations, sixty (60) days prior to 7.4.3.10 (Production Cutover); (b)(2) as to Stage 2 (Payroll) configurations, sixty (60) days prior to 8.1.10 (Production Cutover), and (b)(3) as to Stage 3 (Core HR) configurations, sixty days prior to 9.1.10 (Production Cutover); and (viii) with respect to Subproject 9 (a) as to software, 2.2.1.11 (Application Software Modifications) and (b) as to configurations, sixty (60) days prior to 3.2.10 (Production Cutover)."

3. Key Milestones

The table set forth in Subparagraph 1.4.36 (Key Milestones) of Paragraph 1 (Definitions) of the Agreement is amended to add the following Milestones for Subprojects 6 and 9 at the end thereof to read as follows:

Subproject	Implementation Assessment Document (IAD)	Performance Testing	Train-the-Trainer	End User Training	Live Production
6 (eHR)	N/A	5.6.3.2.13 (Performance Test Results)	5.7.3.2.2.6 (End User Training Support)	N/A	Stage 2: 8.2.10 (Production Cutover) Stage 3: 9.1.10 (Production Cutover)
9 (Grants Management)	N/A	N/A	N/A	N/A	3.2.10 (Production Cutover)

4. Expansion of Project; Addition of New Subprojects

Subparagraph 1.4.50 (Project) of Paragraph 1 (Definitions) of the Agreement is hereby deleted in its entirety and is replaced by the following Subparagraph 1.4.50 to read as follows:

"1.4.50 Project

As used herein, the term "Project" shall mean the performance of all the Services, delivery of all Deliverables and fulfillment of all other obligations of CGI-AMS hereunder. The Project shall include both the Specifications in existence prior to the Amendment Number 1 Effective Date (the "Initial Project") and the Specifications in existence prior to the Amendment Number Three Effective Date ("Subprojects 1-5, 7 and 8") and the following additional Subprojects:

- "Subproject 1": Implementation of Materials Management (including the Asset Management, Inventory Management, Procurement Professional and Procurement Vendor modules)
- "Subproject 2": Implementation of Time Collection (including the Human Resources, Time & Attendance, and Employee Self Service modules)
- "Subproject 3": Design of Human Resources Management
- "Subproject 4": Implementation of Budget Preparation (including the Performance Budgeting module)
- "Subproject 5": Analysis of Legacy Systems
- "Subproject 6": Human Resources Management
- "Subproject 7": Department of Public Works (DPW) Financial Accounting System (FAS) replacement
- "Subproject 8": Implementation of Time Collection
- "Subproject 9": Development and Implementation of Grants Management

Each Subproject *n* (where *n* may be 1 through 9) is organized in the exhibits and appendices to Amendment Number One, Amendment Number Two and Amendment Number Three as though it were a separate project (and sometimes is referenced in such exhibits and appendices as a "project"). The structure of each Subproject *n* is identical to the structure of the Initial Project, having similarly designated exhibits and appendices, where applicable, but with a *-n* appended to each exhibit and appendix designation to indicate that the subject exhibit or appendix is for Subproject *n*. By way of illustration, Exhibit A-6 (Statement of Work) is the statement of work for Subproject 6 in the same way that Exhibit A (Statement of Work) is the statement of work for the Initial Project. All of the exhibits and appendices hereto for a given Subproject are referred to herein as the "Document Set" for such Subproject."

5. Stage

Subparagraph 1.4.73 (Stage) of Paragraph 1 (Definitions) of the Agreement is hereby deleted in its entirety and is replaced by the following Subparagraph 1.4.73 to read as follows:

"1.4.73 Stage

As used herein, the term "Stage" shall mean the following defined areas within a particular Subproject: (i) with respect to Subproject 8, (a) Department of Children and Family Services (DCFS) design and implementation shall be deemed to be Stage 1; and (b) Shared Services design and implementation shall be deemed to be Stage 2; (ii) with respect to Subproject 6, (a) Talent Management shall be deemed to be Stage 1; (b) Payroll shall be deemed to be Stage 2; and (c) Core HR shall be deemed to be Stage 3; and (iii) with respect to Subproject 9, (a) rollout to Department of Public Works (DPW) is deemed to be Stage 1; (b) rollout to Department of Parks and Recreation (PK) is deemed to be Stage 2; (c) rollout to Community & Senior Services (CS) is deemed to be Stage 3; and (4) rollout to the Los Angeles County Sheriff's Department (SH) is deemed to be Stage 4."

6. Incorporation of New Exhibits and Appendices

Subparagraph 4.6 (Incorporation of New Exhibits and Appendices) of Paragraph 4 (Work) of the Agreement is hereby deleted in its entirety and is replaced by the following Subparagraph 4.6 to read as follows:

"4.6 INCORPORATION OF NEW EXHIBITS AND APPENDICES:

Subject to Subparagraph 8.6 (Completion of Milestones; Relationships Between Payment Schedules) of Paragraph 8 (Invoices and Payments), and except as otherwise specifically set forth in Amendment Number Three, the exhibits and appendices hereto are supplemented as set forth below, and all references herein to any exhibit or appendix shall refer to such exhibit or appendix as supplemented hereby.

- 4.6.1 Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Exhibit A-1 to Amendment Number One, Exhibit A-2 to Amendment Number One, Exhibit A-3 (including Attachment 1 thereto) to Amendment Number One, Exhibit A-4 to Amendment Number One, Exhibit A-5 to Amendment Number One, Exhibit A-6 to Amendment Number Three, Exhibit A-7 to Amendment Number Two, Exhibit A-8 to Amendment Number Two and Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.2 Appendix A (Deliverables Definitions) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix A-1 to Exhibit A-1 to Amendment Number One, Appendix A-2 to Exhibit A-2 to Amendment Number One, Appendix A-3 to Exhibit A-3 to Amendment Number One, Appendix A-4 to Exhibit A-4 to Amendment Number One, Appendix A-5 to Exhibit A-5 to Amendment Number One, Appendix A-6 to Exhibit A-6 to Amendment Number

Three, Appendix A-7 to Exhibit A-7 to Amendment Number Two, Appendix A-8 to Exhibit A-8 to Amendment Number Two, and Appendix A-9 to Exhibit A-9 to Amendment Number Three, respectively.

- 4.6.3 Appendix B (Project Plan) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix B-1 to Exhibit A-1 to Amendment Number One, Appendix B-2 to Exhibit A-2 to Amendment Number One, Appendix B-3 to Exhibit A-3 to Amendment Number One, Appendix B-4 to Exhibit A-4 to Amendment Number One, Appendix B-5 to Exhibit A-5 to Amendment Number One, Appendix B-6 to Exhibit A-6 to Amendment Number Three, Appendix B-7 to Exhibit A-7 to Amendment Number Two, Appendix B-8 to Exhibit A-8 to Amendment Number Two, and Appendix B-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.4 Appendix C (Business Requirements) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix C-1 to Exhibit A-1 to Amendment Number One, Appendix C-2 to Exhibit A-2 to Amendment Number One, Appendix C-4 to Exhibit A-4 to Amendment Number One, Appendix C-6 to Exhibit A-6 to Amendment Number Three, Appendix C-7 to Exhibit A-7 to Amendment Number Two, Appendix C-8 to Exhibit A-8 to Amendment Number Two, and Appendix C-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.5 Appendix D (Interfaces) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix D-1 to Exhibit A-1 to Amendment Number One, Appendix D-2 to Exhibit A-2 to Amendment Number One, Appendix D-4 to Exhibit A-4 to Amendment Number One, Appendix D-6 to Exhibit A-6 to Amendment Number Three, Appendix D-7 to Exhibit A-7 to Amendment Number Two, Appendix D-8 to Exhibit A-8 to Amendment Number Two, and Appendix D-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.6 Appendix E (Conversions) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix E-1 to Exhibit A-1 to Amendment Number One, Appendix E-2 to Exhibit A-2 to Amendment Number One, Appendix E-4 to Exhibit A-4 to Amendment Number One, Appendix E-6 to Exhibit A-6 to Amendment Number Three, Appendix E-7 to Exhibit A-7 to Amendment Number Two, Appendix E-8 to Exhibit A-8 to Amendment Number Two, and Appendix E-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.7 Appendix F (Reports) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix F-1 to Exhibit A-1 to Amendment Number One, Appendix F-2 to Exhibit A-2 to Amendment Number One, Appendix F-4 to Exhibit A-4 to Amendment Number One, Appendix F-6 to Exhibit A-6 to Amendment Number Three, Appendix F-7 to Exhibit A-7 to Amendment Number Two, Appendix F-8 to Exhibit A-8 to Amendment Number

Two, and Appendix F-9 to Exhibit A-9 to Amendment Number Three, respectively.

- 4.6.8 Appendix G (Business Processes) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix G-1 to Exhibit A-1 to Amendment Number One, Appendix G-2 to Exhibit A-2 to Amendment Number One, Appendix G-4 to Exhibit A-4 to Amendment Number One, Appendix G-6 to Exhibit A-6 to Amendment Number Three, Appendix G-7 to Exhibit A-7 to Amendment Number Two, Appendix G-8 to Exhibit A-8 to Amendment Number Two, and Appendix G-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.9 Appendix H (System Performance & Transaction Volumes) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix H-6 to Exhibit A-6 to Amendment Number Three.
- 4.6.10 Appendix I (Project Architecture Schematic) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix I-1 to Exhibit A-1 to Amendment Number One, Appendix I-2 to Exhibit A-2 to Amendment Number One, Appendix I-3 to Exhibit A-3 to Amendment Number One, Appendix I-4 to Exhibit A-4 to Amendment Number One, Appendix I-6 to Exhibit A-6 to Amendment Number Three, Appendix I-7 to Exhibit A-7 to Amendment Number Two, Appendix I-8 to Exhibit A-8 to Amendment Number Two, and Appendix I-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.11 Appendix J (Configurations and Customizations) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix J-1 to Exhibit A-1 to Amendment Number One, Appendix J-4 to Exhibit A-4 to Amendment Number One, Appendix J-6 to Exhibit A-6 to Amendment Number Three, Appendix J-7 to Exhibit A-7 to Amendment Number Two, Appendix J-8 to Exhibit A-8 to Amendment Number Two, and Appendix J-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.12 Appendix K (Training Volumes) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix K-1 to Exhibit A-1 to Amendment Number One, Appendix K-2 to Exhibit A-2 to Amendment Number One, Appendix K-4 to Exhibit A-4 to Amendment Number One, Appendix K-6 to Exhibit A-6 to Amendment Number Three, Appendix K-7 to Exhibit A-7 to Amendment Number Two, Appendix K-8 to Exhibit A-8 of Amendment Number Two, and Appendix K-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.13 Appendix L (Legacy Reports Inventory) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix L-1 to Exhibit A-1 to Amendment Number One, Appendix L-2 to Exhibit A-2 to Amendment Number One, Appendix L-4 to Exhibit A-4 to Amendment Number One, Appendix L-6 to Exhibit A-6 to Amendment Number Three, Appendix L-7 to Exhibit A-7 to

Amendment Number Two, Appendix L-8 to Exhibit A-8 to Amendment Number Two, and Appendix L-9 to Exhibit A-9 to Amendment Number Three, respectively.

- 4.6.14 Appendix M (Project Assumptions) to Exhibit A (Statement of Work) to the Agreement is hereby supplemented to include Appendix M-1 to Exhibit A-1 to Amendment Number One, Appendix M-2 to Exhibit A-2 to Amendment Number One, Appendix M-3 to Exhibit A-3 to Amendment Number One, Appendix M-4 to Exhibit A-4 to Amendment Number One, Appendix M-5 to Exhibit A-5 to Amendment Number One, Appendix M-6 to Exhibit A-6 to Amendment Number Three, Appendix M-7 to Exhibit A-7 to Amendment Number Two, Appendix M-8 to Exhibit A-8 to Amendment Number Two, and Appendix M-9 to Exhibit A-9 to Amendment Number Three, respectively.
- 4.6.15 Exhibit B (Schedule of Payments) to the Agreement is hereby supplemented to include Exhibit B-1 to Amendment Number One, Exhibit B-2 to Amendment Number One, Exhibit B-3 to Amendment Number One, Exhibit B-4 to Amendment Number One, Exhibit B-5 to Amendment Number One, Exhibit B-6 to Amendment Number Three, Exhibit B-7 to Amendment Number Two, Exhibit B-8 to Amendment Number Two, and Exhibit B-9 to Amendment Number Three, respectively.
- 4.6.16 Exhibit D (Project Schedule) to the Agreement is hereby supplemented to include Exhibit D-1 to Amendment Number One, Exhibit D-2 to Amendment Number One, Exhibit D-3 to Amendment Number One, Exhibit D-4 to Amendment Number One, Exhibit D-5 to Amendment Number One, Exhibit D-6 to Amendment Number Three, Exhibit D-7 to Amendment Number Two, Exhibit D-8 to Amendment Number Two, and Exhibit D-9 to Amendment Number Three, respectively."

7. Term

Paragraph 5 (Term) of the Agreement is hereby deleted in its entirety and is replaced by the following new Paragraph 5 to read as follows:

"5 TERM:

The term of this Agreement shall commence on the Effective Date and shall continue through the end of the Extended Maintenance Period, unless sooner terminated, in whole or in part, as provided in this Agreement."

8. Increase in Project Price and Contract Sum

The first paragraph of Subparagraph 7.1 (General) of Paragraph 7 (Project Price; Contract Sum) of the Agreement is hereby deleted in its entirety and is replaced with the following paragraph to read as follows:

"The Project Price shall be the total fixed monetary amount payable by COUNTY to CGI-AMS for supplying all of the software licenses, tasks, subtasks, Deliverables, services and other work required under this Agreement, provided that nothing herein shall be deemed to preclude COUNTY from unilaterally increasing the Project Price in connection with any executed Change Notices under Subparagraph 6.2 or any Other Professional Services under Subparagraph 7.5 (Other Professional Services). All Deliverables completed by CGI-AMS must be Accepted in writing by COUNTY. If COUNTY does not Accept a Deliverable in writing or Provisionally Accept such Deliverable, no payment shall be due to CGI-AMS for that Deliverable or any associated Milestone. The Project Price, which includes all applicable taxes, transportation and other charges hereunder, authorized by COUNTY is One Hundred Forty Five Million Eight Hundred Thirty Nine Thousand One Hundred Eight Nine Dollars (\$145,839,189). Except in accordance with a properly executed Change Notice, the Project Price shall not be adjusted for any costs or expenses whatsoever of CGI-AMS. Except in accordance with a properly executed Change Notice, COUNTY shall have no other financial obligation to CGI-AMS hereunder or arising herefrom. Notwithstanding anything to the contrary, the Project Price may not be increased (e.g., pursuant to one or more Change Notices) beyond the Contract Sum without authorization from COUNTY's Board of Supervisors, and any purported increase beyond the Contract Sum shall be deemed void and of no force or effect. As used herein, the term "Contract Sum" shall mean One Hundred Fifty One Million Two Hundred Twenty Three Thousand Three Hundred Seventy Eight Dollars (\$151,223,378)."

9. County's Obligation for Future Fiscal Years

Subparagraph 7.4 (County's Obligation for Future Fiscal Years) is hereby amended by adding the following paragraph at the end thereof to read as follows:

"Notwithstanding any other provision of this Agreement to the contrary, the proposed expenditure authorization under Amendment Number Three of the Agreement and made according to the Schedules of Payment attached hereto as Exhibit B-6 and Exhibit B-9 shall be limited to \$7.8 million for Fiscal Year 2006-07; \$17.9 million for Fiscal Year 2007 -08; \$20.9 million for Fiscal Year 2008-09; \$17.3 million for Fiscal Year 2009-10; \$13.0 million for Fiscal Year 2010-11; and \$7.211 million for Fiscal Year 2011-12. Any portion of the proposed expenditure authorization amount not paid to CGI-AMS in any fiscal year would be carried forward to the next fiscal year and added to the proposed expenditure authorization for said next fiscal year."

10. Holdback Releases for New Subprojects

Subparagraph 8.4 (Payments) of Paragraph 8 (Invoices and Payments) of the Agreement is hereby amended by adding at the end thereof the following Subparagraph 8.4.1.6 to read as follows:

“8.4.1.6 The 15% holdbacks for the Milestone payments under each of Subprojects 6 and 9 shall be released in the same manner as the releases for the Initial Project, and Subprojects 1-5, 7 and 8, subject to the additional provisions set forth in this Subparagraph 8.4.1.6 in accordance with the Project Plan applicable to a Subproject.

Subproject 6 has four (4) First Release Events (indicated under the "33% Release" heading in the Holdback Release table shown below) and four (4) Final Release Events (indicated under the "67% Release" heading in the Holdback Release Table shown below). Upon the occurrence of the applicable First Release Event, CGI may invoice COUNTY for 33% of the holdbacks to date for the applicable event within Subproject 6. The First Release Events shall be subject to the requirements (e.g., no Level 1 or Level 2 Deficiency) set forth in Subparagraph 8.4.1.1 of Subparagraph 8.4 (Payments) of Paragraph 8 (Invoices and Payments) of the Agreement for the applicable event. Upon the occurrence of the applicable Final Release Event, CGI-AMS may invoice COUNTY for 67% of the holdbacks to date for the applicable event within Subproject 6. Upon the occurrence of each of the applicable Final Release Events for eHR, CGI-AMS may invoice COUNTY for 33% of the holdbacks to date for the applicable event within Subproject 6.

Subproject 9 has both a First Release Event (indicated under the "33% Release" heading in the Holdback Release Table below), at which time CGI-AMS may invoice COUNTY for 33% of the holdbacks to date for such Subproject, and a release event with respect to the remainder of the holdbacks for such Subproject, i.e., Final Acceptance (indicated under the "67% Release" heading in the table below) of such Subproject. For Subproject 9, the First Release Event shall be subject to the requirements (e.g., no Level 1 or Level 2 Deficiency) set forth in Subparagraph 8.4.1.1 of Subparagraph 8.4 (Payments) of Paragraph 8 (Invoices and Payments) of the Agreement.

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Holdback Release Table

Subproject	33% Release	67% Release	100% Release
6 eHR			
Stage 1 - (Talent Management) Stage 2 - (Payroll) Stage 3 - (Core HR)	90 days after 7.1.3.9 (Production Cutover Support – Rollout 1) 1. Modifications: 90 Days after 4.4.1.1.14 (Application Software Modifications – Iteration 1) 2. Implementation: 90 days after 8.1.10 (Production Cutover Support) 90 days after 9.2.10 (Production Cutover Support)	90 days after 7.4.3.9 (Production Cutover Support – Rollout 4) 1. Modifications: 90 Days after 4.4.1.3.14 Application Software Modifications – Iteration 3) 2. Upon completion of first W-2 processing (January 2011) Upon Financial Close (September 30, 2012)	
9 (Grants Management)	90 days after 3.2.11 (Production Cutover Complete (DPW))	90 days after 3.5.9 (Department Go-Live Support (SH))	

11. Completion of Milestones; Relationships Among Payment Schedules

Subparagraph 8.6 (Completion of Milestones; Relationships Among Payment Schedules) of Paragraph 8 (Invoices and Payments) of the Agreement is hereby deleted in its entirety and is replaced by the following Subparagraph 8.6 to read as follows:

"8.6 COMPLETION OF MILESTONES; RELATIONSHIPS AMONG PAYMENT SCHEDULES:

Nothing in Amendment Number Three is intended to impose any additional conditions or requirements to CGI-AMS's completion of any Milestones specified in connection with the Initial Project, Subprojects 1-5, 7 or 8 or to CGI-AMS's earning any of the payments specified in Exhibit B (Schedule of Payments), or B-*n* as the case may be, to the Agreement. Subject to Subparagraph 9.5 (Live Testing and Final Acceptance of Initial Project and Subprojects) below, as applicable, each payment specified in Exhibit B-*n* (Schedule of Payments) for any Subproject *n* shall correspond to the Deliverables definitions set forth in Appendix A-*n* (Deliverables Definitions) to Exhibit A-*n* (Statement of Work), and shall be independent of the Deliverables definitions for any other Subprojects."

12. Distinct Payment Schedules

Subparagraph 8.7 (Distinct Payment Schedules) of Paragraph 8 (Invoices and Payments) of the Agreement is hereby deleted in its entirety and is replaced by the following Subparagraph 8.7 to read as follows:

"8.7 DISTINCT PAYMENT SCHEDULES:

Notwithstanding anything to the contrary, it is expressly intended by the parties that the payment schedule for each of: the Initial Project (i.e., Exhibit B to the Agreement prior to the Amendment Number Two Effective Date), Subprojects 1-5, 7 and 8 (i.e. Exhibit B-*n* to the Agreement prior to the Amendment Number Three Effective Date), Subproject 6 (i.e., Exhibit B-6) and Subproject 9 (i.e., Exhibit B-9) shall remain distinct. No payment or holdback release shall be due under any such Payment Schedule unless and until the corresponding Milestone for the Initial Project or Subproject, as applicable, has been completed and Accepted."

13. Live Testing and Final Acceptance of Initial Project and Subprojects

Subparagraph 9.5 (Live Testing and Final Acceptance of Initial Project and Subprojects) of Paragraph 9 (Acceptance of Deliverables by County) of the Agreement is hereby deleted in its entirety and is replaced by the following Subparagraph 9.5 to read as follows:

"9.5 LIVE TESTING AND FINAL ACCEPTANCE OF INITIAL PROJECT AND SUBPROJECTS:

The requirements in Subparagraph 9.2.3 (Final Acceptance Testing) of Paragraph 9 (Acceptance of Deliverables by County) of the Agreement for a period of Live Testing and for a Final Acceptance shall be applied separately to the Initial Project and to each Subproject 1 through 9 subject to the provisions of this Subparagraph 9.5. As a result, rather than a single period of Live Testing and a single Final Acceptance, the Project shall incorporate multiple phases of Live Testing and multiple Final Acceptances. Live Testing and Final Acceptance of the System as contemplated prior to Amendment Number Three, as well as the required payments in connection with the same, shall not be affected by the terms of Amendment Number Three. With respect to each of Subprojects 6 and 9, after all of the System Components for such Subproject are incorporated into the System, a period of Live Testing, with such new System Components incorporated, shall be conducted and shall extend until the time indicated under the "67% Release" heading in the table of releases set forth in Subparagraph 8.4.1.6 of Subparagraph 8.4 (Payments) of Paragraph 8 (Invoices and Payments) of the Agreement for such Subproject. Upon completion of such Live Testing, the Final Acceptance criteria in Subparagraph 9.2.3 of Paragraph 9 of the Agreement shall be evaluated with respect to such Subproject. The parties acknowledge and agree that, given the staged Live Testing rollouts of the System Components for the different Subprojects, the Live Testing periods with respect to different Subprojects might overlap. For each of Subproject 6 and 9, Final Acceptance shall be deemed to occur upon the COUNTY's Acceptance of the Deliverable for such Subproject indicated under the "67% Release" heading in the table of releases set forth in Subparagraph 8.4.1.6 of Subparagraph 8.4 (Payments) of Paragraph 8 (Invoices and Payments)."

14. Limitation of Liability.

Subparagraph 23.1 of Paragraph 23 (Limitation of Liability) of the Agreement is hereby deleted in its entirety, and is replaced by the following Subparagraph 23.1 to read as follows:

"23.1 Except as set forth in Subparagraph 23.2, the total aggregate liability of CGI-AMS under the Initial Project or any Subproject shall be limited to One Hundred and Fifty Percent (150%) of the total amount scheduled to be paid with respect to such Initial Project or Subproject (i.e., in the corresponding Payment Schedule). In addition, except as set forth in Subparagraph 23.2, CGI-AMS's total liability for failing to meet any or all of its obligations under the Maintenance Provisions during any one-year portion of any Initial Maintenance Period or Extended Maintenance Period (as such term is defined in paragraph 17 (Continuing Maintenance) of this Amendment Number Three below) shall be limited as follows: (i) for the first one-year period of paid maintenance within the Initial Maintenance Period, all maintenance fees paid or payable for the entire Initial Maintenance Period; (ii) for each additional one-year period thereafter within the Initial Maintenance Period, the limitation for the preceding one-year period less

the annual fees paid for such preceding one-year period; (iii) for the first year within the Extended Maintenance Period, all maintenance fees paid or payable for the entire Extended Maintenance Period; and (iv) for each additional one-year period thereafter within the Extended Maintenance Period, the limitation for the preceding one-year period less the annual fees paid for such preceding one-year period. By way of example, if the COUNTY purchased all Standard Maintenance and Platinum Support and Maintenance contemplated by the Agreement and this Amendment Number Three, the Maintenance Fees, associated aggregate limitations of liability and applicable time periods to which they apply as described above are set forth in the following Maintenance Limitation of Liability Table:

Maintenance Limitation of Liability Table

Initial Maintenance Period	Maintenance Fee	Limitation of Liability
Year 1 - October 2005	\$ 862,000	\$ 12,462,481
Year 2 - October 2006	\$ 2,108,712	\$ 11,600,481
Year 3 - October 2007	\$ 2,457,285	\$ 9,491,769
Year 4 - October 2008	\$ 3,517,242	\$ 7,034,484
Year 5 - October 2009	\$ 3,517,242	\$ 3,517,242
Extended Maintenance Period		
Year 6 - October 2010	\$ 3,833,794	\$ 7,667,588
Year 7 - October 2011	\$ 3,833,794	\$ 3,833,794

CGI-AMS and COUNTY acknowledge and agree that the limitations of liability set forth in this Subparagraph 23.1 of Paragraph 23 (Limitation of Liability) are applicable to the Initial Project and Subprojects 1 through 9, and any additional Subprojects added to the Project in the future.

15. Warranty.

CGI-AMS and COUNTY acknowledge and agree that the warranty provision set forth in Subparagraph B of Subparagraph 10.2 (Warranty Periods for Warranty Services) of Paragraph 10 (Warranty) of the Agreement is applicable to Subprojects 6 and 9.

16. Platinum Support and Maintenance Fees.

Pursuant to Amendment No. 2, COUNTY elected to purchase Platinum Support and Maintenance (“PSM”) for eCAPS (Financial and partial HR). If COUNTY desires to continue PSM for all of eHR, COUNTY agrees to pay the following incremental Platinum Support and Maintenance Fees (“PSM Fees”) in addition to the Maintenance Fees and Platinum Support and

Maintenance Fees set forth in the Agreement which PSM Fees for eHR include hosting fees for Talent Management:

Portion of the Initial Maintenance Period	Total Maintenance Fees
The third year of Paid Maintenance Period (Talent Management Hosting Fees)	\$175,000
The fourth year of the Paid Maintenance Period (Assumes Platinum Support Maintenance of eHR)	\$687,557
The fifth year of the Paid Maintenance Period (Assumes Platinum Support Maintenance of eHR)	\$687,557

The parties agree that notwithstanding anything contained in the Agreement to the contrary, COUNTY may, upon written notice given no less than thirty (30) days prior to the expiration of the then current portion of the Initial Maintenance Period, terminate Platinum Maintenance Support and revert back receipt of standard maintenance support as described in Exhibit E prior to the execution of this Amendment Number Three in which case the standard maintenance fees in effect prior to execution of this Amendment Number Three will then apply; except that with respect to the Extended Maintenance Period as described in section 15 below, the Standard Maintenance Fees set forth in such section 15 will apply during the Extended Maintenance Period.

The COUNTY and CGI-AMS acknowledge that the hosting fees are included in the PSM Fees set forth in the table above in this section. Notwithstanding the start of these PSM fees October 1, 2008, the COUNTY agrees that hosting fees will begin to apply on May 1, 2007 such that a total of \$72,917 will be payable by the COUNTY for the period of May 1, 2007 through September 30, 2007 in advance of the commencement of the balance of the PSM services for eCAPS HR.

The parties further agree that on an annual basis and in conjunction with the review dates specified by the Platinum Support Supplement attached to Exhibit E of the Agreement, the COUNTY and CGI-AMS will review the list of customizations to determine which customizations, if any, have become part of the Baseline Application Software. If any customizations covered by PSM become part of the Baseline Application Software during the preceding year, CGI-AMS and the COUNTY will negotiate a credit to PSM payments for the next subsequent years for such customizations covered by the Baseline Application Software Maintenance. The foregoing provision regarding customizations becoming part of Baseline Application Software shall apply to the entire Project including all Subprojects."

17. Continuing Maintenance.

Notwithstanding anything to the contrary contained in Exhibit E (Maintenance Provisions), the parties agree that upon the expiration of the Initial Maintenance Period (September 30, 2010) and continuing for an additional two (2) year period (“Extended Maintenance Period”), COUNTY may elect to purchase, and CGI-AMS shall then provide, the PSM and/or Maintenance Services all as described in Exhibit E (Maintenance Provisions). The Maintenance Fee and the PSM Fees will each escalate at a rate of nine percent (9%) over the applicable Fee paid for the Fifth Year of the Initial Paid Maintenance Period, therefore, the Maintenance and PSM Fees shall be as follows:

Portion of the Extended Maintenance Period	Standard Maintenance Fees	PSM Fees	Total Maintenance Fees
The first year of the Extended Maintenance Period	\$2,009,660	\$1,824,134	\$3,833,794
The second year of the Extended Maintenance Period	\$2,009,660	\$1,824,134	\$3,833,794

18. Additional Third Party Capacity.

Paragraph 5 (Third Party Products) of Appendix A (License Materials and Additional Terms) to Exhibit H (License Provisions) of the Agreement is hereby supplemented by the addition of the following table setting forth the increased license capacities for Third Party Products at the end thereof to read as follows:

Product	Number of Licenses
Versata	
Versata Logic Server License Type: Site License	1
Versata Logic Studio License Type: User (per Developer)	3
IBM	
IBM WebSphere Application Server License Type: Production CPU	72
IBM WebSphere Business Integration Server License Type: Production CPU	1
Pervasive	
Data Integrator Pro Engine (AIX) License Type: CPU	3
Data Integrator Pro Developer License Type: User (per Developer)	3

Adobe	
Adobe Present Central Pro License Type: CPU & 10 Print Locations	4
Adobe Present Output Designer License Type: User (per Developer)	3
Macromedia	
RoboHelp Office License Type: User (per Developer)	1
Delta XML Limited	
DeltaXML License Type: Site License	1
Convey Compliance Systems	
1099Convey License Type: Desktop E: 1 License Workstation, 15,001 - 20,000 1099s	1
Micro Focus	
Application Server for Net or Server Express (Production Runtime, 10 Pack) License Type: 10 Concurrent Instances	1
Application Server for Net or Server Express (Pre-production Runtime, 10 Pack) License Type: 10 Concurrent Instances	1
Server Express Developer License Type: User (per Developer)	1
Innovative Routines International	
CoSORT (Pre-production) License Type: Licensed by Machine Type, CPUs, Memory & GB	12
CoSORT (Production) License Type: Licensed by Machine Type, CPUs, Memory & GB	16

19. Additional Third Party Software

The list of Third Party Products set forth in Paragraph 5 (Third Party Products) of Appendix A (License Materials and Additional Terms) to Exhibit H (License Provisions) of the Agreement is hereby supplemented by the addition thereto of the following new Third Party Product:

Kenexa/BrassRing

The Third Party Product identified above is in support of CGI-AMS's AMS Advantage Talent Management module.

Notwithstanding the terms of Exhibit H, the Third Party Product identified above will be governed by the terms of Appendix B (Kenexa/BrassRing Hosting Terms) and Schedules A, B, C, D, E, and F thereto, to Exhibit H (License Provisions).

20. Kenexa/Brassring Hosting Terms

Exhibit H (License Provisions) of the Agreement is hereby supplemented by the attachment thereto of a new Appendix B (Kenexa/Brassring Hosting Terms) and Schedules A, B, C, D, E, and F thereto, true and correct copies of which are attached to this Amendment Number Three and incorporated herein by this reference.

21. Termination

CGI-AMS acknowledges that the COUNTY is the sole owner of all COUNTY data, including resume text and cover letters that the COUNTY or COUNTY applicants may provide to CGI-AMS or its authorized third party provider, Kenexa, in either hard-copy or electronic format and that are stored in the hosting environment by means of the Software (“Candidate Files”). If, pursuant to the terms Agreement, the COUNTY terminates the hosting services described in Attachment A to Exhibit H-6 to the Agreement, CGI-AMS will promptly return all Candidate Files and any other COUNTY data stored in the hosting environment.

22. County Mandated Provisions.

Exhibit I (County Mandated Provisions) of the Agreement is hereby amended as follows:

- a. Paragraph 2 (Nondiscrimination, Affirmative Action and Compliance with Civil Laws) of Exhibit I (County Mandated Provisions) of the Agreement is hereby deleted in its entirety and is replaced by the following Paragraph 2 to read as follows:

"2. NONDISCRIMINATION, AFFIRMATIVE ACTION AND COMPLIANCE WITH CIVIL RIGHTS LAWS

- 2.1 CGI-AMS certifies and agrees that all persons employed by it, its affiliates, subsidiaries, or holding companies are and shall be treated equally without regard to or because of race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation, in compliance with all applicable Federal and State anti-discrimination laws and regulations.
- 2.2 CGI-AMS shall, pursuant to Los Angeles County Code Section 4.32, certify to and comply with the provisions of CGI-AMS's EEO Certification (Exhibit G).
- 2.3 CGI-AMS shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation, in compliance with all applicable Federal and State anti-discrimination laws and regulations. Such action shall include, but is not limited to: employment, upgrading, demotion, transfer, recruitment or recruitment advertising,

layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

2.4 CGI-AMS certifies and agrees that it will deal with its subcontractors, bidders, or vendors without regard to or because of race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation. except to the extent necessary to comply with applicable Federal and State anti-discrimination law and regulations.

2.5 CGI-AMS certifies that it, its affiliates, subsidiaries and holding companies are in compliance with all Federal, State, and local laws, including, but not limited to:

1. Title VII, Civil Rights Act of 1964;
2. Section 504, Rehabilitation Act of 1973;
3. Age Discrimination Act of 1975;
4. Title IX, Education Amendment of 1973, as applicable; and
5. Title 43, Part 17, Code of Federal Regulations, Subparts A & B,

and that no person shall, on the grounds of race, creed, color, sex, religion, ancestry, age, condition of physical handicap, marital status, political affiliation, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under this Agreement or under any project, program, or activity supported by this Agreement.

2.6 If County finds that any provisions of this Paragraph 2 have been violated, such violation shall, at the election of County, constitute a material breach of this Agreement upon which County may terminate or suspend this Agreement. While County reserves the right to determine independently that the anti-discrimination provisions of this Agreement have been violated, in addition, a determination by the California Fair Employment Practices Commission or the Federal Equal Employment Opportunity Commission that CGI-AMS has violated Federal or State anti-discrimination laws or regulations shall constitute a finding by County that CGI-AMS has violated the anti-discrimination provisions of this Agreement.

2.7 The parties agree that in the event CGI-AMS is found to have violated any of the anti-discrimination provisions of this Agreement, and that such discrimination was directly associated with the performance of services provided under this Agreement, County may require, pursuant to Los Angeles County Code Section 4.32.010(E), that CGI-AMS pay the sum of Five Hundred Dollars (\$500) for each such violation, as liquidated damages, and not as a penalty, in lieu of termination or suspension hereof, as actual damages are extremely difficult to ascertain or calculate

precisely. In the alternative, County may elect to terminate this Agreement pursuant to Section 29 (Termination for Default).

2.8 The parties agree that for purposes of the calculation of the sum of liquidated damages in Subparagraph 2.7, an act of CGI-AMS affecting multiple employees shall be counted as a single violation."

- b. Paragraph 6 (Restrictions on Lobbying) of Exhibit I (County Mandated Provisions) of the Agreement is hereby deleted in its entirety and is replaced by the following Paragraph 6 to read as follows:

"6. RESTRICTIONS ON LOBBYING

6.1 Federal Funds Projects

If any Federal funds are to be used to pay for any portion of CGI-AMS's work under this Agreement, County shall notify CGI-AMS in writing in advance of such payment and CGI-AMS shall fully comply with all certification and disclosure requirements prescribed by Section 319 of Public Law 101-121 (31 United States Code Section 1352) and any implementing regulations, and shall ensure that each of its subcontractors receiving funds provided under this Agreement also fully complies with all such certification and disclosure requirements.

6.2 County Projects

CGI-AMS, and each County Lobbyist or County Lobbying firm as defined in County Code Section 2.160.010 retained by CGI-AMS, shall fully comply with the County's Lobbyist Ordinance, Los Angeles County Code Chapter 2.160. Failure on the part of CGI-AMS or any County Lobbyist or County Lobbying firm retained by CGI-AMS to fully comply with County's Lobbyist Ordinance shall constitute a material breach of this Agreement, upon which County may, in its sole discretion, immediately terminate or suspend this Agreement."

- c. Paragraph 9 (Contractor Responsibility and Debarment) of Exhibit I (County Mandated Provisions) of the Agreement is hereby deleted in its entirety and is replaced by the following Paragraph 9 to read as follows:

"9. CONTRACTOR RESPONSIBILITY AND DEBARMENT

9.1 A responsible contractor is a contractor who has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity and experience to satisfactorily perform the contract. It is County's policy to conduct business only with responsible contractors.

- 9.2 CGI-AMS is hereby notified that, in accordance with Chapter 2.202 of County Code, if County acquires information concerning the performance of CGI-AMS on this or other contracts which indicates that CGI-AMS is not responsible, County may, in addition to other remedies provided in this Agreement, debar CGI-AMS from bidding or proposing on, or being awarded, and/or performing work on County contracts for a specified period of time, which generally will not to exceed five (5) years but may exceed five (5) years or be permanent if warranted by the circumstances, and terminate any or all existing contracts CGI-AMS may have with County.
- 9.3 County may debar a contractor if County's Board of Supervisors finds, in its discretion, that CGI-AMS has done any of the following: (1) violated any term of a contract with County or a non-profit corporation created by County; (2) committed any act or mission which negatively reflects on CGI-AMS's quality, fitness, or capacity to perform a contract with County, any other public entity, or a non-profit corporation created by County, or engaged in a pattern of practice which negatively reflects on same; (3) committed an act or offense which indicates a lack of business integrity or business honesty; or (4) made or submitted a false claim against County or any other public entity.
- 9.4 If there is evidence that CONTACTOR may be subject to debarment, County's Department of Public Social Services ("DPSS") will notify CGI-AMS in writing of the evidence which is the basis for the proposed debarment and will advise CGI-AMS of the scheduled date for a debarment hearing before the Contractor Hearing Board.
- 9.5 The Contractor Hearing Board will conduct a hearing where evidence on the proposed debarment is presented. CGI-AMS and/or CGI-AMS's representative shall be given an opportunity to submit evidence at that hearing. After that hearing, the Contractor Hearing Board shall prepare a tentative proposed decision, which shall contain a recommendation regarding whether CGI-AMS should be debarred, and, if so, the appropriate length of time of the debarment. CGI-AMS and DPSS shall be provided an opportunity to object to the tentative proposed decision prior to its presentation to the Board of Supervisors.
- 9.6 After consideration of any objections, or if no objections are submitted, a record of the hearing, the proposed decision and any other recommendation of the Contractor Hearing Board shall be presented to the Board of Supervisors. The Board of Supervisors shall have the right to modify, deny or adopt the proposed decision and recommendation of the Contractor Hearing Board.

9.7 If CGI-AMS has been debarred for a period of longer than five (5) years, CGI-AMS may, after the debarment has been in effect for at least five (5) years, submit a written request for review of the debarment determination to reduce the period of debarment or terminate the debarment. County may, in its discretion, reduce the period of debarment or terminate the debarment if it finds that CGI-AMS has adequately demonstrated one or more of the following: (1) elimination of the grounds for which the debarment was imposed; (2) a bona fide change in ownership or management; (3) material evidence discovered after debarment was imposed; or (4) any other reason that is in the best interest of County.

9.8 The Contractor Hearing Board will consider a request for review of a debarment determination only where (1) CGI-AMS has been debarred for a period longer than five (5) years; (2) the debarment has been in effect for at least five (5) years; and (3) the request is in writing, states one or more of the grounds for reductions of the debarment period or termination of the debarment, and includes supporting documentation. Upon receiving an appropriate request, the Contractor Hearing Board will provide notice of the hearing on the request. At the hearing, the Contractor Hearing Board shall conduct a hearing where evidence on the proposed reduction of debarment period or termination of debarment is presented. This hearing shall be conducted and the request for review decided by the Contractor Hearing Board pursuant to the same procedures as for a debarment hearing.

The Contractor Hearing Board's proposed decision shall contain a recommendation on the request to reduce the period of debarment or terminate the debarment. The Contractor Hearing Board shall present its proposed decision and recommendation to the Board of Supervisors. The Board of Supervisors shall have the right to modify, deny, or adopt the proposed decision and recommendation of the Contractor Hearing Board.

9.9 These terms shall also apply to subcontractors of County contractors.”

d. Paragraph 11 (Contractor's Warranty of Adherence to County's Child Support Compliance Program) of Exhibit I (County Mandated Provisions) of the Agreement is hereby deleted in its entirety and is replaced by the following Paragraph 11 to read as follows:

"11. CONTRACTOR'S WARRANTY OF ADHERENCE TO COUNTY'S CHILD SUPPORT COMPLIANCE PROGRAM

11.1 CGI-AMS acknowledges that County has established a goal of ensuring that all individuals who benefit financially from County through employment or contract are in compliance with their court-ordered child,

family and spousal support obligations in order to mitigate the economic burden otherwise imposed upon the County and its taxpayers.

11.2 As required by the County's Child Support Compliance Program (County Code Chapter 2.200), and without limiting CGI-AMS's duty under this Agreement to comply with all applicable State and Federal provisions of law, CGI-AMS warrants that it is now in compliance and shall during the term of this Agreement maintain in compliance with employment and wage reporting requirements as required by the Federal Social Security Act (42 USC Section 653a) and California Unemployment Insurance Code Section 1088.5, and shall implement all lawfully served Wage and Earnings Withholding Orders or Child Support Services Department Notices of Wage and Earnings Assignment for Child, Family or Spousal Support, pursuant to Code of Civil Procedure Section 706.031 and Family Code Section 5246(b)."

- e. Paragraph 12 (Termination for Breach of Warranty to Maintain Compliance with County's Child Support Compliance Program) of Exhibit I (County Mandated Provisions) of the Agreement is hereby deleted in its entirety and is replaced by the following Paragraph 12 to read as follows:

"12. TERMINATION FOR BREACH OF WARRANTY TO MAINTAIN COMPLIANCE WITH COUNTY'S CHILD SUPPORT COMPLIANCE PROGRAM

Failure of CGI-AMS to maintain compliance with the requirements set forth in Paragraph 11 (Contractor's Warranty of Adherence to County's Child Support Compliance Program) shall constitute a default by CGI-AMS under this Agreement. Without limiting the rights and remedies available to County under any other provision of this Agreement, failure of CGI-AMS to cure such default within ninety (90) calendar days of written notice by County's Child Support Services Department shall be grounds upon which the County's Board of Supervisors may terminate this Agreement pursuant to Paragraph 29 (Termination for Default) and pursue debarment of CGI-AMS pursuant to Paragraph 9 (Contractor Responsibility and Debarment) of this Exhibit I (County Mandated Provisions)."

23. Amendments

No amendment, modification, or supplement to this Amendment shall be binding on either party unless it is in writing and duly executed by the parties in interest at the time of the modification.

24. Entire Agreement

From and after the Effective Date, this Amendment Number Three shall form a part of the Agreement. Except as expressly and specifically amended hereby, the Agreement shall remain in full force and effect. There are no other agreements, representations, or warranties between or among the parties, written or oral, concerning the subject matter hereof.

25. Headings and Labels

Article, paragraph, subparagraph, section, and subsection titles and captions contained in this Amendment are inserted as a matter of convenience and for reference and in no way define, limit, extend, or describe the scope of this Amendment or the intent of any of its provisions.

26. Conflicts

The requirements set forth in this Amendment Number Three (including its exhibits and appendices) are intended to be read cumulatively for the benefit of COUNTY. However, in the event of any direct conflict or inconsistency in the definition or interpretation of any word, responsibility or schedule, or in the contents of, requirements for or description of any deliverable, services or other work, or in any other matter, between the body of this Amendment Number Three and the exhibits, such conflict or inconsistency shall be resolved by giving precedence first to the body of this Amendment Number Three. Otherwise, with respect to the Project as a whole or any individual Subproject, the provisions of Subparagraph 1.1 (Interpretation) of the Agreement shall apply.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment Number Three to be subscribed by its Auditor-Controller, and CGI-AMS has caused this Amendment Number Three to be subscribed on its behalf by its duly authorized officer, the day, month and year first above written.

COUNTY OF LOS ANGELES

By _____
J. Tyler McCauley
Auditor-Controller

APPROVED AS TO FORM:

Raymond G. Fortner, Jr.
County Counsel

By  _____
Jose Silva
Principal Deputy County Counsel

CGI Technologies and Solutions Inc.
(formerly, CGI-AMS Inc.)

By  _____
Michael E. Roach
President and Chief Executive Officer

LIST OF EXHIBITS

Amendment Number Three

Exhibit H Appendix B – Kenexa / BrassRing Hosting Terms

Subproject 6

Exhibit A-6 Statement of Work
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Appendix D-6 Interfaces
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Subproject 9

Exhibit A-9 Statement of Work
Appendix A-9 Deliverables Definitions
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Exhibit H Appendix B

Kenexa / BrassRing Hosting Terms

1. SCOPE OF SERVICE AND SOFTWARE.

1.1 "Software" means the BrassRing software described in Schedule A to the Attachment, in machine-readable form, including Enhancements.

1.2 Hosting Environment. Customer and its Authorized Users shall have access to the Software by the applicable hardware, network server(s), and data center services in a production environment, either through CGI-AMS authorized third party provider, BrassRing or through an authorized third party of BrassRing (the "Hosting Environment"). Customer shall have access to the Software only through the Hosting Environment. Customer's access to the Software and Hosting Environment shall be limited as described in the Attachment and in Exhibit A. "Authorized User" is an individual who is acting within the scope of a formal employment or contract relationship with Customer, is accessing the Software, and who agrees to be bound by the terms of the Agreement.

1.3 Implementation, Hosting and TDC Services. Customer shall receive (i) the services to implement and configure the specific Software licensed by Customer on the Hosting Environment, as generally described in Schedule A ("Implementation Services"); and (ii) the hosting and related services generally described in Schedule B (the "Hosting Services"). Customer will also receive the specific conversion services for paper, fax and electronic-format candidate files ("Talent Data Processing Services" or "TDC Services") ordered by Customer and listed on the Exhibit A. Upon Customer request through CGI-AMS, BrassRing may also perform other services (collectively, "Consulting Services"). Consulting Services may be described in separate Statements of Work, work orders or other mutually agreed documents that will become part of, and shall be governed by, the terms of the Agreement. References in the Agreement to "Services" shall be deemed to include all services provided to Customer under the Agreement.

1.4 Enhancements. From time to time BrassRing may develop updates, fixes, solutions to problems or bugs, or other enhancements or modifications to the Hosting Environment and/or Software ("Enhancements"). Generally available Enhancements to the specific Software licensed to Customer by CGI-AMS will be incorporated and Customer will be provided any necessary documentation related to such Enhancements at no additional charge to Customer, when and if available. Enhancements shall not include functionality or software features available for an incremental fee. Customer agrees to transition to Enhancements as required.

2. LICENSE.

2.1 Grant of License. Subject to the terms and conditions of the Agreement, CGI-AMS grants to Customer a nonexclusive, nontransferable license to permit Customer's Authorized Users to use the Software and access the Hosting Environment solely for Customer's internal use (and not for or on behalf of any third party or as a service bureau).

2.2 License Scope; Limitations The license provided under the Agreement to use the Software and the Hosting Environment shall be limited to the following uses during the Term: (1) using online access to view candidate files and (2) transmitting or uploading content to the Enterprise database maintained as part of the Hosting Environment.

2.3 Gateway Development. If the Software includes Gateway web sites, the parties and CGI-AMS' third party provider, BrassRing, shall collaborate in establishing and implementing each Gateway web site to provide the look and feel of Customer's identity. Customer hereby grants to CGI-AMS and its authorized third party provider, BrassRing a non-exclusive, non-transferable, royalty-free, worldwide license to reproduce, distribute, publicly display and digitally perform the Customer-owned content on each applicable Gateway, including Customer's trademarks, service marks and other such rights incorporated in the content. Each page of each Gateway shall indicate that BrassRing powers the Gateway. Customer shall indemnify, defend and hold CGI-AMS and its authorized third party provider, BrassRing, harmless from any and all claims, liability, losses, penalties, costs and expenses (including, without limitation, reasonable attorneys' fees), arising from any claims relating to Customer content on each Gateway web site run by BrassRing on behalf of CGI-AMS for Customer.

2.4 License Restrictions. Customer has no right to assign, transfer, sublicense or otherwise distribute the Software to any third party other than as expressly permitted under the Agreement. Customer shall not, and shall not permit an Authorized User, to (a) modify, disassemble, decompile or reverse engineer or otherwise attempt to determine the source code (or the underlying ideas, algorithms, structure or organization) of the Software or any portion of the Software nor permit any third party to do so; or (b) copy the Software.

2.5 Limited Rights. Customer's rights to access the Hosting Environment and use the Software shall be limited to those expressly granted in this Section 2 and shall terminate automatically upon the termination or expiration of the Agreement for any reason. CGI-AMS on behalf of its authorized third party provider, BrassRing, reserves all rights not expressly granted to Customer under the Agreement.

3. OWNERSHIP

3.1 Software. CGI-AMS's authorized third party provider, BrassRing, and its licensors, own and shall retain all right, title, and interest in and to the Hosting Environment and Software.

3.2 Proprietary Rights. Customer shall not delete or alter the copyright, trademark, and other proprietary rights notices of CGI-AMS and its licensors, including BrassRing, appearing on the Hosting Environment or Software. Customer shall not acquire any rights in the Software or the Hosting Environment except as expressly provided in the Agreement.

3.3 Work Product. If, in the course of rendering the Hosting Services or the Consulting Services, CGI-AMS either directly or through its authorized third party provider, BrassRing, creates and delivers to Customer any work product, such work product shall remain the property of CGI-AMS and/or its authorized third party provider, BrassRing, and Customer shall have a nonexclusive, nontransferable license to use the work product solely in connection with its business on the same terms and conditions under which the Software is licensed to Customer under the Agreement.

3.4 Ownership of Data. Customer shall be the sole owner of all Customer data, including resume text and cover letters that Customer or Customer applicants may provide to CGI-AMS or its authorized third party provider, BrassRing, in either hard-copy or electronic format and that are stored in the Hosting Environment by means of the Software ("Candidate Files"). Customer hereby grants to CGI-AMS and its authorized third party provider, BrassRing, a royalty-free license to use, copy, reproduce, display, and transmit Candidate Files as contemplated by the Agreement. Customer shall indemnify, defend and hold CGI-AMS and its authorized third party provider, BrassRing, harmless from any and all claims, liability, losses, penalties, costs and expenses (including, without limitation, reasonable attorneys' fees), arising out of or relating to any use of Candidate Files as contemplated by the Agreement.

3.5 Benchmark Data. From time to time, BrassRing may collect and analyze Customer data stored in the Software specifically excluding any personal identifiers (such as Candidate name, address, telephone number, email address, and social security or comparable identification number) in order to determine

certain benchmarks and metrics related to recruitment and related processes (“Benchmark Data”). CGI-AMS on behalf of BrassRing reserves the right for BrassRing to use and publish collective Benchmark Data to its customers and for other reasonable commercial uses; provided, however, that any Benchmark Data unique to Customer shall be shared only with Customer.

4. CUSTOMER RESPONSIBILITIES

4.1 Minimum Configuration; Maintaining Systems. Customer shall provide, maintain in good working order and support the minimum hardware and software configuration set forth in Schedule C and the peripheral equipment, lines and connections necessary for Authorized Users to connect to the Internet and access the Hosting Environment. Customer acknowledges that neither CGI-AMS nor its authorized third party provider, BrassRing, is responsible for failures, such as, for example, an inability to access the Hosting Environment, caused by problems with Customer computer system, network, Internet connectivity, or other factors that are outside of their control.

4.2 Data Transmission; Security Options. Customer acknowledges that transmission of data over the Internet involves unique transmission risks that cannot be fully secure against access by third parties. Customer further acknowledges that CGI-AMS and its authorized third party provider, BrassRing, recommend use of various security options available with the Software such as password encryption, password timeout and eLink timeout in addition to a regular Customer audit of its list of Authorized Users, but that neither CGI-AMS nor BrassRing has any duty or responsibility to ensure Customer complies with its recommendations. Customer agrees that neither CGI-AMS nor BrassRing shall be responsible for any loss, alteration or corruption of Candidate Files that occurs during or as a result of transmitting Candidate Files via the Internet, provided that such loss of data could not have been prevented by the exercise of reasonable security measures by CGI-AMS or BrassRing. Customer shall be responsible for any loss, alteration or damage to Customer data, Candidate Files, the Software, or the Hosting Environment to the extent caused by (a) the actions of Customer’s Authorized Users or other employees, consultants or agents to whom Customer has provided access to the Hosting Environment; or (b) the conduct of any third party that has accessed the Hosting Environment using Customer’s passwords through no fault of BrassRing.

4.3 Monitoring Authorized Users. Customer shall assign, maintain, and regularly monitor Authorized User accounts to ensure that the Software are being used in accordance with the terms of the Agreement and shall immediately terminate access and use by any person who is not an Authorized User or who violates the terms of the Agreement. CGI-AMS either directly or indirectly through BrassRing reserves the right to terminate access to any individual in the event of such violation, in addition to its other remedies. Customer shall remove Authorized User access as appropriate when such users no longer need access.

4.4 Additional Customer Responsibilities. Customer shall have such additional responsibilities set forth in Schedule B.

5. CONFIDENTIALITY

5.1 Definition. “Confidential Information” means: (a) the Software; (b) end user documentation (the “Documentation”); and (c) all information, whether in written, verbal, graphic, electronic or any other form, of CGI-AMS’ authorized third party provider, BrassRing, that is identified at the time of disclosure or observation as being confidential or proprietary, or is otherwise reasonably identifiable as confidential information of the disclosing party. “Confidential Information” shall include all information relating to BrassRing’s current or future product plans, designs, costs, product prices and names, finances, marketing plans, business opportunities, personnel, research, development or know-how..

5.2 Exclusions. Confidential Information does not include information that: (a) is or becomes generally known to the public through no fault or breach of the Agreement by Customer; (b) is known to Customer at the time of disclosure without an obligation of confidentiality; (c) is independently developed by Customer without use of Confidential Information; (d) Customer rightfully obtains from a third party without restriction on use or disclosure; or (e) is disclosed with the prior written approval of CGI-AMS’ authorized third party provider, BrassRing.

5.3 Use and Disclosure Restrictions. Customer shall not use Confidential Information except for internal purposes related to the performance of the Agreement, and shall not disclose such Confidential Information to any third party except to employees and consultants as is reasonably required in connection with the exercise of its rights and obligations under the Agreement (and only subject to binding use and disclosure restrictions at least as protective as those set forth herein executed in writing by such employees and consultants). However, Customer may disclose Confidential Information: (a) pursuant to the order or requirement of a court, administrative agency, or other governmental body, provided that the disclosing party gives reasonable notice to CGI-AMS and BrassRing to contest such order or requirement; and (b) on a confidential basis to legal or financial advisors who agree to be bound by this Section 5. Within 7 days of CGI-AMS’s requests, either directly or through BrassRing, Customer shall cease to use and shall return all originals, copies, summaries, notes and extracts of the Confidential Information.

6. INDEMNIFICATION

6.1 CGI-AMS Indemnity. CGI-AMS shall defend any action brought against Customer to the extent that it is based upon a claim that the Software, as provided by CGI-AMS to Customer under the Agreement and used within the scope of the Agreement, infringe any intellectual property rights of a third party under the laws of the United States (an “Indemnity Claim”), and shall pay any costs, damages and reasonable attorneys’ fees attributable to such claim that are awarded against Customer, provided that Customer: (a) notifies CGI-AMS in writing within thirty (30) days of receipt of the Indemnity Claim, or a longer period of time provided that CGI-AMS’s rights are not prejudiced by any such delay; (b) grants CGI-AMS sole control of the defense and settlement of the Indemnity Claim; and (c) provides CGI-AMS, at CGI-AMS’s expense, with all reasonable assistance, information and authority required for the defense and settlement of the Indemnity Claim.

6.2 Infringement; Injunctions. If Customer’s use of the Hosting Environment or Software hereunder is, or in CGI-AMS’s opinion is likely to be, enjoined as an infringement or misappropriation of any third party intellectual property right under the laws of the United States, Customer’s sole and exclusive remedy, and CGI-AMS’s entire liability shall be, at the sole option and expense, of CGI-AMS and its authorized third party provider, BrassRing, either: (a) to procure for Customer the right to continue to use the Hosting Environment and Software under the terms of the Agreement; (b) replacement or modification of the Hosting Environment or Software so that they are non-infringing and substantially equivalent in function to the enjoined Software; or, if neither of the foregoing options is commercially reasonable, (c) terminate this Attachment A in whole or in part and refund to Customer the fees paid by Customer under this Attachment A for the 12 month period immediately preceding the termination date.

6.3 Exclusions. Notwithstanding the terms of Section 6.1, CGI-AMS shall have no liability for any claim of any kind to the extent it results from: (a) modification of the Software made other than by CGI-AMS or its authorized third party provider, BrassRing; (b) the combination, operation or use by Customer of any Software Product supplied by CGI-AMS or its authorized third party provider, BrassRing, with equipment, devices or software not supplied by CGI-AMS or its authorized third party provider, BrassRing, to the extent such a claim would have been avoided if the Software were not used in such combination; (c) failure of Customer to use updated or modified Software provided by CGI-AMS or its authorized third party provider, BrassRing, including those provided to avoid infringement; or (d) compliance by CGI-AMS and/or its authorized third party provider, BrassRing, with directions, designs, plans or specifications furnished by or on behalf of Customer.

6.4 *SOLE REMEDY.* THE FOREGOING PROVISIONS OF THIS SECTION 6 SET FORTH CGI-AMS'S SOLE AND EXCLUSIVE OBLIGATIONS, AND CUSTOMER'S SOLE AND EXCLUSIVE REMEDIES, WITH RESPECT TO INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS OF ANY KIND.

6.5 *Customer Acknowledgement.* Customer acknowledges and agrees that neither CGI-AMS or its authorized third party provider, BrassRing, has any duty or responsibility in connection with Candidate Files for purposes of Customer's compliance with federal, national, EU, state, administrative, local, or provincial laws or regulations (for example, those regarding equal employment, employment discrimination, wage and hour laws, human rights, labor, data protection, privacy, or other such laws and regulations). Furthermore, Customer and CGI-AMS acknowledge that the Agreement may require the processing of Customer's or its candidates personal information. CGI-AMS agrees that it shall only act on, and shall require its authorized third party provider to only act on, instructions received from Customer regarding the processing of any personal information and shall take appropriate technical and organizational measures against unauthorized or unlawful processing of personal information and against accidents or loss or destruction of or damage to personal information. Customer directs CGI-AMS, whether directly or through BrassRing, to collect, use, and/or transfer such personal information solely for the purposes of carrying out its obligations under the Agreement. Customer may request access to and correction of the personal information by contacting CGI-AMS. Customer agrees to execute any documents and procure any consent from individuals whose personal information is being processed that may be required to give full effect to this Section or to enable CGI-AMS and its authorized third party provider, BrassRing, to exercise the rights granted under this Section. CGI-AMS shall not, and shall require BrassRing to not, transfer the personal information to any third party other than in connection with its performance of its obligations under the Agreement.

6.6 *Customer Indemnity.* Customer agrees to indemnify and hold CGI-AMS and its authorized third party provider, BrassRing, harmless from any cost, liability or loss relating to any breach of the Customer's obligations or responsibilities under Section 4; provided that CGI-AMS or its third party provider, BrassRing: (a) notifies Customer in writing within thirty (30) days of the date that they become aware of the existence of any such breach; and (b) in the case of a third party claim: (i) grants Customer sole control of the defense and settlement of the claim; and (ii) provides Customer with all reasonable assistance, information and authority required for the defense and settlement of the claim.

7. GENERAL

7.1 *Limitation on Liability.* The parties hereto specifically agree that the limitation of liability set forth in the Agreement (as defined below) shall govern the Services as provided in this Attachment A.

7.2 *Third-Party- Beneficiary.* The parties hereto specifically acknowledge that BrassRing is not a party to the Agreement and has no direct obligations or responsibilities to Customer under this Attachment A or the Agreement. Notwithstanding the foregoing, the parties hereto further agree that BrassRing is a third-party-beneficiary as to Customer's obligations and responsibilities under this Attachment A and is entitled to all of the rights and privileges associated with such third-party-beneficiary status.

7.3 *Special Provisions Applicable to U.S. Government.* The Software is provided with RESTRICTED RIGHTS and its supporting documentation is provided with LIMITED RIGHTS. Use, duplication, or disclosure by the United States government is subject to the restrictions as set forth in subparagraph "(c)" of the Commercial Computer Software - Restricted Rights clause at FAR 52.227-19. In the event a sale is to a Department of Defense agency, the United States government's rights in software, supporting documentation, and technical data are governed by the restrictions in the Technical Data Commercial Items clause at DFARS 252.227-7015 and DFARS 227.7202. Manufacturer is BrassRing, 343 Winter Street, Waltham, Massachusetts, and its licensors.

7.4 *Governing Agreement and Conflict.* This Attachment A is part of and is governed by the terms of that certain Agreement for CGI-AMS's proprietary software products now known as AMS Advantage® HR entered into by and between Customer and CGI-AMS, as of December 29, 1989, as amended (the "Agreement"). In the event of any conflict or inconsistency between the provisions set forth in this Attachment and the Agreement, this Attachment A shall govern.

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SCHEDULE A DESCRIPTION OF SOFTWARE AND SERVICES

“Enterprise” means the BrassRing Enterprise Software used to power the recruitment interface and storage of Candidate Files. Enterprise provides support for requisition management, job posting, talent searching, scheduling, communication management, applicant tracking and management, data storage, reporting, on-line support, analysis and configuration administration functions. Enterprise features, such as, for example, the workbench configuration administration utility, that require certification prior to use by Customer shall not be available to Customer until its selected Authorized Users complete the certification requirements. Enterprise is available with certain optional features, including, but not limited to privacy and security options, integration and user interfaces in various languages. The specific features and user interface languages ordered by Customer shall be set forth in an applicable Exhibit A or other mutually agreed document. Customer is purchasing an access license to Enterprise through a hosted environment powered by BrassRing, as more fully described in Attachment A. Enhancements to Enterprise shall be provided to Customer only as set forth in Attachment A.

“Gateway” or “Talent Gateway” means a specialized web destination site powered by BrassRing’s job hosting software and interface designed to permit Customer’s job applicant candidates to post resumes or curriculum vitae and apply for positions. Each Gateway provides functionality to source, identify and organize incoming candidate information and files so that candidate information and related files are accessible and searchable in a centralized Enterprise database. Gateways are available with user interfaces in various languages at Customer’s option. The number of Gateways and specific user interface languages ordered by Customer shall be set forth in an Exhibit A. BrassRing implements each Gateway for Customer in accordance with the Exhibit A and Customer’s instructions, provided that each Gateway implemented for Customer shall have the Customer logo at the top, and the “Powered by BrassRing logo” hyperlinked.gif at the bottom of every screen.

“Implementation” or “Implementation Services” are the services provided by BrassRing to implement and configure the Software in a manner that is consistent with Customer business processes in accordance with the features and options that Customer has selected. Implementation Services end with Customer’s approval for final site activation of the Hosting Environment. From time to time, additional Implementation Services may be provided for an additional fee in connection with additional purchases by Customer.

“Talent Data Center (“TDC”) Services” are BrassRing’s candidate file processing services to convert and process paper, fax and emailed resumes or curriculum vitae into the Enterprise database. Many of the TDC Services are optional or available for an incremental fee. The specific candidate file processing services purchased by Customer shall be listed on the Exhibit A.

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SCHEDULE B

DESCRIPTION OF HOSTING SERVICES

The Hosting Services described in this Schedule B are provided during the Term, and do not expand or change the warranty provisions set forth in the Attachment A. BrassRing reserves the right to change the details of the Hosting Services at any time or to provide Hosting Services by outsourcing such services to independent third parties selected by BrassRing in its sole discretion.

1.1 Hosting Operations. During the Term, and for so long thereafter as Customer continues to pay the fees as provided in Exhibit A to the Agreement, BrassRing shall be responsible, at its own expense, for installing, operating and maintaining the Hosting Environment for Customer to access and use the Software as permitted under the Agreement and Attachment A. BrassRing shall maintain and protect the Hosting Environment and all of its other assets utilized in providing Hosting Services to Customer (including leased and licensed assets) in good condition and in such locations and configurations as to be readily identifiable to Customer or its designees.

1.2 Hosting Safety and Security. BrassRing shall maintain and enforce safety and security procedures in operating the Hosting Environment that are at least: (a) equal to industry standards for such networks; and (b) as rigorous as those procedures which are in effect for other similar networks owned or controlled by BrassRing. Customer may elect to enable BrassRing's application security features, one of which includes secure socket layer technologies for data transport. If Customer wishes to add redundancies or more advanced security measures or technologies, and BrassRing agrees that such additions are acceptable, additional fees shall be required.

1.3 Hosting Environment Availability; Service Levels. BrassRing shall use commercially reasonable efforts to provide availability of the Hosting Environment twenty-four hours per day, seven days per week except for Excluded Downtime as defined below (the "Service Level Commitment"). As Customer's sole remedy for failure to meet the Service Level Commitment, BrassRing shall provide Customer with a one day pro rated credit of the applicable Software fee for every (7.2) hours for any month that the Service Level Commitment is not met. Response time performance will be under four (4) seconds inside BrassRing firewalls. BrassRing will provide a monthly report of availability and performance.

1.4 Excluded Downtime. "Excluded Downtime" shall mean any interruption in the availability of the Hosting Environment, due to Maintenance (as defined in Schedule C) or a Major External Event (as defined below), or unavailability necessitated through the improper use of the Hosting Environment by Customer or due to services requested by Customer. A "Major External Event" shall mean any major systems event external to BrassRing, including, but not limited to acts of terrorism, major power outage (beyond the capabilities of BrassRing's hosting service provider's backup diesel generators), major fiber cuts to BrassRing's hosting service provider, a Force Majeure event (as defined in Attachment A), or denial of service attacks on any of the ISP, BrassRing's hosting service provider, Customer, or BrassRing.

1.5 Support and Maintenance. CGI-AMS and its third party supplier shall use commercially reasonable efforts to respond to Customer support calls from authorized Customer Support Contacts in accordance with CGI-AMS's standard policies, as may be modified from time to time at CGI-AMS's sole discretion. BrassRing has established reasonable maintenance windows during which time BrassRing may suspend the Hosting Environment to conduct maintenance in accordance with its maintenance and support services policy, as may be modified from time to time at BrassRing's sole discretion. Neither CGI-AMS nor BrassRing shall be responsible for any damages or costs incurred by Customer during or as a result of the scheduled down time. CGI-AMS and BrassRing supplier may change its maintenance window upon prior notice to Customer.

1.6 Exclusions and Limitations. Neither CGI-AMS nor BrassRing shall have any support obligations under this Schedule with respect to any hardware or software other than the Hosting Environment and the Software ("Nonqualified Products"). If CGI-AMS or BrassRing provide support for a problem either caused by or increased as a result of a Nonqualified Product, CGI-AMS may charge time and materials for such extra services at its then-current rates. If, in CGI-AMS's reasonable opinion, performance of support or maintenance is or shall be made more difficult or impaired because of Nonqualified Products, CGI-AMS shall so notify Customer, and Customer shall immediately remove the Nonqualified Product at its own risk and expense. Customer shall remain solely responsible for the compatibility and functioning of Nonqualified Products with the Hosting Environment and Software in accordance with the Customer Responsibilities under the Agreement. Customer acknowledges that inevitably some non-material errors may exist in the Hosting Environment and Software, and the presence of such errors shall not be a breach of the Agreement. Customer acknowledges that the performance of the Hosting Environment is subject to the equipment and software configuration of Customer, and, if Customer is dissatisfied with the speed and performance of the Hosting Environment, additional investment by Customer in Customer's equipment and/or software may be required.

1.7 Customer Responsibilities. In connection with CGI-AMS's provision of support, Customer shall have the following responsibilities in addition to those described in Section 4 of Attachment A: (1) to follow the routine operator procedures specified by BrassRing, including tests or procedures recommended to resolve problems; (2) to designate three Authorized Support Contacts who are eligible to contact CGI-AMS for support; (3) to provide CGI-AMS the information and facilities necessary to render the support described in the Agreement, including for example, validating the accuracy of Candidate Files in the Hosting Environment; and (4) to ensure that the Software and Hosting Environment are isolated from any process links or anything else that could cause harm before requesting remote support assistance. Customer acknowledges that its failure to meet the Customer Responsibilities may affect CGI-AMS's and BrassRing's ability to provide support.

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SCHEDULE C MINIMUM CUSTOMER CONFIGURATION

Minimum Hardware Configuration

An IBM compatible computer system with a minimum configuration of 128MB of RAM and a Pentium III, 500 MHz microprocessor,¹ also configured with a Supported OS and Web Browser. If the computer is on a network with a firewall, the network must accept multiple cookies and Java scripts.

Recommended Monitor Setting

The recommended monitor setting is 1024 x 768.

Network Setting

If a Proxy Server is in use, caching to trm.brassring.com must be turned off.

Recommended Browser Settings

Browsers must be configured to accept cookies and to check for newer versions of stored pages on every visit to the page. Browser security must be set to medium or lower. Users must type in the full URL. Example: http://trm.brassring.com/Customer Name.

Online Access

Customer must provide Authorized Users the use of a computer system to connect to BrassRing's Hosting Environment and access to the Software through the Internet using a Supported Web Browser. BrassRing recommends that Customers operate with a T-1 line for every 150 Authorized Users.

Supported OS and Browser Versions

BrassRing supports the following browsers in combination with the Microsoft Windows operating systems indicated:

FOR RECRUITERS²

	IE 5.01	IE 5.5	IE 6.0	NS 7.1
Win98	No	Yes	Yes	Yes
WinNT	No	Yes	Yes	Yes
Win2000	Yes	Yes	Yes	Yes
WinXP	N/A	N/A	Yes	Yes

FOR CANDIDATES

	IE 5.01	IE 5.5	IE 6.0	NS 7.1	AOL 7.0	AOL 8.0
Win98	Yes	Yes	Yes	Yes	Yes	Yes
WinNT	Yes	Yes	Yes	Yes	Yes	Yes
Win2000	Yes	Yes	Yes	Yes	Yes	Yes
WinXP	N/A	N/A	Yes	Yes	Yes	Yes

BrassRing requires that all Windows system patches be kept up -to-date.

BrassRing reserves the right to modify the above requirements at any time upon notice to Customer.

² BrassRing will continue to support the Netscape 4.79 and 6.2 browsers until the release of Enterprise 7.5.

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Schedule D

Kenexa BrassRing Information Systems Security

Scope of Application

Kenexa Recruiter BrassRing (KRB) and *Talent Gateways* (the “Software Products”) are licensed through an application service provider environment. Kenexa BrassRing provides the hardware, network, servers, and data center services for its production environment in Sterling, Virginia, USA (the “Hosting Environment”). KRB is used to power the recruitment interface and storage of candidate files. It provides support for requisition management, job posting, scheduling, applicant tracking, reporting, and other administration functions. Each Gateway is a specialized web destination site powered by Kenexa BrassRing’s job hosting software and interface designed to permit clients’ job applicant candidates to post resumes or curriculum vitae and apply for positions. Gateways provide the functionality to source, identify and organize incoming candidate information and files so that candidate information and related files are accessible and searchable in a centralized KRB database.

Application Access

Talent Gateways are publicly available web sites used by job candidates to apply for positions. KRB is a web based application for human resources, hiring managers, and recruiters. All users must pass through a login screen when accessing the application. Each client’s authorized users (“users”) are assigned a username and password, which are validated against values in our database. Once users are authenticated, their unique user ID allows access to only their client data through database views within the application.

Application Security

The Software Products have a number of security features that protect Kenexa BrassRing clients’ recruiting data from unauthorized access. Exhibit A outlines the available Kenexa BrassRing *KRB* security features. Clients have the option during implementation to choose the security options that best meet their needs.

Privacy Features

Kenexa BrassRing holds client data and processes it on behalf of Kenexa BrassRing clients. In this data processor role, Kenexa BrassRing takes steps to protect the privacy of client recruiting data with adequate security. Kenexa BrassRing is “Safe Harbor Certified” in its role as a data processor for clients, a designation given by the United States Department of Commerce to organizations that adhere to substantial privacy safeguards. Kenexa BrassRing certifies to its compliance annually. Kenexa BrassRing privacy practices are audited and certified annually by TRUSTe, an independent privacy watchdog firm. For a copy of the Kenexa BrassRing privacy policy, please see the following URL: <http://www.brassring.com/en/html/privacy.asp>. Kenexa BrassRing also provides features, such as a consent screen, to enable Kenexa BrassRing clients to comply with relevant privacy laws. Clients have a responsibility to manage and control the data and access to the data that they collect in a way that complies with privacy laws and regulations.

General Operational Policies

Kenexa BrassRing ASP Operations-Separation of Duties and Computing Environments

Kenexa BrassRing maintains a dedicated, specialized, internal organization to manage the Hosting Environment with a clear separation of duties and privileges. Support roles and responsibilities are defined and separated to distribute privileged access rights to databases, systems, and security mechanisms with the least privilege required to perform each function. Those functions include production support, software configuration management, database management, ASP operations, and information security. Kenexa BrassRing separates the Hosting Environment from its development, test,

and other internal infrastructure environments to maintain the confidentiality, integrity, and availability of the Hosting Environment. Access to client data is controlled by Kenexa BrassRing at the network, system, and application level and limited to those with a business need to know. Personnel who are given access provide support or solve a client question or concern, such as, for example, fixing and re-testing program errors. Employees or other personnel who have access are required to sign a non-disclosure agreement before access is granted. Internal support privileged accounts are managed by the Director of ASP Operations, and are approved and periodically reviewed by the Director of Information Security and Risk Management. When required, the Chief Information Officer of Kenexa has the authority to assign and revoke any rights. The individuals responsible for the overall control of Kenexa's security are the Officer (CIO) and Director of Information Security and Risk Management.

Authentication-Kenexa BrassRing Support Personnel

Two-factor authentication utilizing RSA SecurID is required to access all web, application, and database servers in Kenexa BrassRing's Hosting Environment. Kenexa BrassRing also maintains a strict password policy for access to the Hosting Environment and other computing environments. Support personnel with user accounts are required to change their passwords every 60 days. There is a 10-password history maintained to enforce strong passwords. There is a minimum length requirement of 8 characters, requiring one non-alphanumeric character.

General Technical Policies

Maintain Highest Availability

Kenexa BrassRing is committed to providing the highest availability possible, with a goal of 24 hours a day, 7 days a week excluding downtime for maintenance services. Kenexa BrassRing support personnel are on call around the clock to maintain availability. A scheduled maintenance window is set for the third Saturday of every month following the proper notification channels. Critical components are ensured against failure through redundancy. All failover-capable components are provisioned for fail-over. Non-failover-capable components are provisioned with stand-by equipment ("cold sparing") to minimize the downtime of the component. Kenexa BrassRing deploys tools to monitor network, system and application components. Components are monitored 24 hours a day, 7 days a week. Critical components are monitored in two-minute intervals, and other components are monitored every five minutes. Alerts of failed components are issued to Kenexa BrassRing support personnel. Under normal operating conditions, response is within 15 minutes of the failure alert.

Physical Security and Controls

Qwest (Kenexa BrassRing's co-location vendor) maintains the physical security of the Hosting Environment in its tier 1 data center facility located in Sterling, VA. The co-location vendor provides the surveillance, access control, and environmental provisioning that meet or exceed best industry practices. Qwest provides 24x7 surveillance through professional security guards that monitor and control access to all access points into the facility. Facilities are monitored via closed-circuit video cameras and video recordings are retained for a minimum of 7 days.

Access Controls

Protective fencing ("cage") isolates Kenexa BrassRing's systems and equipment from the shared areas of the co-location facility. The cage covers access from all sides, including above and below the protected area.

Discrete access controls exist for the shared co-location area, the Kenexa BrassRing facility, administrative (offices, operations center), technical (telephone and network wiring closets), and environmental control areas (power, HVAC, fire control). The co-location vendor maintains an Access Control List (ACL) of persons authorized to gain access to each Controlled Area. Only Kenexa

personnel and Kenexa-authorized parties have access to the Kenexa BrassRing cage. The ACL can only be modified by authorized members of Kenexa management. All authorized visitors are required to provide photo identification and must be listed on the ACL in order to gain access. Visitors to the data center must sign the visitor logbook. Logbooks are archived for reference.

Environmental Controls

The co-location vendor provides sufficient electrical facilities and capacity to maintain continuous service. Electricity is provided by two discrete power grids to assure against blackouts. An Uninterruptible Power Supply system is provided by the co-location vendor. The UPS provides power to all areas of the co-location facility. UPS is provided via both battery-powered and diesel-powered generators. Battery UPS are capable of sustaining full load of the entire facility long enough to switch to generator power. Diesel-fuel provisioning for the generators allows for continuous operation for an indefinite period of time until grid power is restored. Sufficient air conditioning exists to maintain proper temperature and humidity levels for computer operation for the entire facility. Fire/smoke detectors are provided by co-location vendor data center facility and fire suppression is provided utilizing a water-based system (as required by local regulations). The suppression system is a dry-pipe multi-action system, to ensure against accidental activation of the system. The facility is divided into multiple fire zones, to limit activation to the affected zone in the facility. The facility is provisioned with raised floors, with sub-floor moisture, heat, and motion sensors. Humidity and moisture detection controls are present and provided by co-location vendor.

Network and System Security

The security of the Hosting Environment is maintained solely by authorized personnel. This includes all firewalls, routers, switches, and other network and network security mechanisms. Internet connectivity is provided by Qwest, who acts as Kenexa BrassRing's ISP and manages the security of its own network, up to, but not including, Kenexa BrassRing's border firewalls. Kenexa BrassRing requires that the ISP provide comprehensive private peering arrangements with multiple major National Service Providers (NSPs). This ensures against total service outages caused by outages of downstream NSPs.

Separation of Computing Layers; Configuration

The Hosting Environment is partitioned into separate networking layers for system compartmentalization. The layers are separated into Web, Application, and Database layers. Each layer has appropriate security controls to restrict unauthorized traffic.

System configuration is documented and change management procedures ensure consistent and secure deployment of mission-critical systems.

Each server is 'hardened' during a standard build process removing unnecessary services and patching before deployment. Patches are usually applied within 45 days of release to remain in compliance with our security certification requirements. The installation of patches and updates to the operating system is controlled and centrally managed. All patches and updates undergo QE testing prior to general installation. Critical security patches are installed as quickly as possible to prevent exploitation of the vulnerability. Such rollouts are controlled and observed, to minimize any potential negative impact to performance and availability to production systems. Anti-virus software is installed on all systems. Updates to virus definitions are checked and updated automatically on a daily basis, to ensure the most current definitions. Infected files are quarantined and deleted, to prevent the spread of the virus.

Firewalls and Intrusion Prevention/Detection

Kenexa BrassRing maintains redundant firewalls at its perimeter and internally on its point to point line between the Hosting Environment and other computing environments. Firewall security policy limits access to essential services necessary to access Kenexa BrassRing application functionality and to remotely manage the systems. All other types of traffic are strictly denied.

Host and Network based IPS/IDS is enabled and a reputable managed service provider is utilized to provide 24/7 monitoring, correlation, and notification to Kenexa BrassRing's Information Security Team. Members of the Information Security Team are notified 24/7 in the event of a probable attack. For security reasons, IPS/IDS and server logs are not available for review by clients.

Remote Access/Dial-In

Remote access to the Hosting Environment is used for administrative purposes only, and is strictly controlled. All administrative access is through the Internet, or secured private channels. No dial tone-based connections (Dial-In/Dial-Out) are allowed in the Hosting Environment that allows for access to the local area network under any circumstances. This policy applies to dial-in management of routers, remote control software, and applications that communicate via modems. This policy does NOT apply to out-of-band management of devices that do not allow access into the local area network. Such mechanisms must maintain strong authentication controls in order to be granted exception.

Risk/Vulnerability Assessments

Auditing of Security and Operational Policies

Auditing is done by Cybertrust, a reputable, industry-recognized information security assurance firm. Operational policy audits are performed annually. Perimeter and application vulnerability assessments are performed quarterly. Internal scans are conducted twice a year. To the extent that it is found, non-compliance is remedied and mitigated promptly and reassessed at the earliest possible opportunity. Kenexa BrassRing is Cybertrust Perimeter Certified and Application Certified.

Audit Trails

The Kenexa BrassRing KRB application maintains audit logs for one year to track edits to data in the database. These include the date and time the edits were made and the IDs of the users who made the edits. Access by Kenexa BrassRing support users is logged within the application and specified as a Kenexa BrassRing support user with the corresponding individual's name. Client designated users may review their KRB application logs via the application or they may be requested directly through Kenexa BrassRing.

For Kenexa BrassRing systems auditing is enabled for reconstructing events. OS auditing captures events involving account management, directory services, object access, policy change, privilege use, and system events. OS logs are viewable by trusted system administrators.

Disaster Recovery and Backup

A disaster recovery site is maintained at Kenexa's Waltham, MA site. For more information please refer to the disaster recovery plan.

Log Shipping

Transactional logs from the Hosting Environment are shipped hourly to the disaster recovery environment. In the event of failure these databases will be within 1 hour of the Hosting Environment.

Backups

Each weekday evening the ASP Operations engineers perform differential backups for Kenexa BrassRing's various databases. Full Backups of the data are performed weekly and monthly. The weekly full backup schedules are completed over the weekend and occur once a week for all production data. All backup media are stored securely in the tape library system, and are released by software controls.

Backups are sent off-site daily to a reputable off-site storage vendor. All database backups are encrypted before being put to media.

Schedule	Retention
Weekly Full	90 Days
Daily Differential	14 Days
Month End Full	1 Year

Regular Testing of Used Data Media Employed for Archival Storage

The computer data media used for storing data center information must be high quality and will be periodically tested to ensure that it can reliably retain information. Failed media will be replaced and disposed of in proper fashion.

Security Incident Handling

Security incidents are categorized and responded to in accordance with the terms of Exhibit B attached to this document.

End of Main Text

See attached Exhibits A & B

Exhibit A Kenexa BrassRing KRB Available Security Features

Feature	Description
Password Expiration	<p>Passwords can be set to expire every:</p> <ul style="list-style-type: none"> ▪ 30 Days ▪ 60 Days ▪ 90 Days <p>When a password expires a user will be prompted upon log in to create a new password. All new users are prompted to change their password at first logon. The default setting for new accounts is 90 days.</p>
Inactive User Expiration	<p>Inactive users can be set to expire if they have not logged in to <i>KRB</i> for a set amount of days (30, 60, or 90). Users that have not logged in during the determined period will be deactivated at their next attempted log in. The <i>KRB</i> Administrator must be contacted to reactivate the account.</p>
Incorrect Password Account Lockout	<p>After three (3) failed login attempts, users can be locked out for a set amount of time. Clients can choose the number of minutes for the lockout period (10, 20, 30, 40, 50, or 60). "Locked out" users will receive an "incorrect log in" message and must wait the designated time period before retrying. A log in failure audit report is available from within <i>KRB</i> for designated users.</p>
Session Time Out	<p>Session timeouts can be enabled for 30 minutes, 1 hour, 2 hours, 3 hours, 4 hours, 8 hours, or 24 hours. At the end of session a user will be automatically logged out of the system (work will not be saved).</p>
<i>KRB</i> Session Encryption	<p><i>KRB</i> Session Encryption can be set to either 40/128 bit or Forced 128bit SSL.</p>
Field Level Encryption	<p>Fields on forms in <i>KRB</i> can be 3DES encrypted. Generally, this feature is used for sensitive information, such as a social security number.</p>
eLink Authentication	<p>For an individual to access the content of an eLink they must first authenticate to the system. This requires all eLink recipients to be defined as system users. This feature may be utilized with our optional SSO.</p>
eLink Expiration	<p>After a set amount of time, eLinks can expire. Clients can choose the number of times an eLink can be clicked on (1-9), as well as the length of time an eLink is active, in days, hours and minutes.</p>
User Authentication	<p>Administrators can restrict which remote IP addresses can log into <i>KRB</i>. Non- recognized IP addresses will receive the message: "You are not coming from an Authorized site..."</p>
Password Complexity and Encryption	<p>Passwords:</p> <ul style="list-style-type: none"> ▪ Must be a minimum of 8 characters + 1non-alpha character and are case sensitive ▪ Passwords will appear as "*****" ▪ Only users may update their own password ▪ Passwords cannot be changed through the admin feature ▪ Hashed in the database using a one way hash SHA-1
<i>Talent Gateway</i> Encryption	<p><i>Talent Gateway</i> sessions are encrypted with SSL.</p>

<i>Talent Gateway</i> cookie expiration	Cookies placed on a candidate's computer when using a <i>Talent Gateway</i> can be set to expire at 30 minutes or 1, 2, 3, 4, 8, 24 hours.
Real-time XML payload encryption	All XML integrations are sent via SSL. This feature will provide for payload encryption utilizing AES private key or RSA public key encryption.

Exhibit B Security Incident Handling

Security Incident Categories

Security incidents are defined through the following categories:

Integrity Defacement of Client web Site; Unauthorized Modification of Data; Unauthorized Access to Kenexa BrassRing environment

Availability Denial of Service; Unauthorized User Account Lock-Outs

Confidentiality Unauthorized Access to Client database

Software vulnerabilities. Discovered but unexploited material vulnerabilities in the Kenexa BrassRing Software Products will be treated as high severity software program errors and not as security. In such an event, appropriate alternative mitigation, if possible, will be implemented until the vulnerability is resolved. Such vulnerabilities will be considered a security incident if risk of exploitation is imminent, or if mitigation requires client facilitation.

Security Incident Response Team (SIRT)

SIRT is comprised of Kenexa BrassRing personnel and assigned team members from Client Services, Software Engineering, and Senior Management. Kenexa BrassRing is in charge of initiating a security incident response. All members of SIRT will be notified of the incident and will be brought into the process, as necessary to carry out the procedures.

Response Procedures

Response. If a security incident is discovered, on-duty/on-call personnel are assigned to determine the nature, impact, and source (if possible) of the intrusion. If the activity is in progress, potentially destructive activity will be terminated immediately through connection termination and/or shutdown of host(s) at risk.

Notification. Kenexa BrassRing Client Services group notifies clients who were materially impacted by the incident. Impacted clients are notified after recovery, detailing the extent of the recovery.

Recovery. If there is any damage, recovery will begin at the earliest possible opportunity after investigation is complete.

Closure. The incident will be closed with documentation of any lessons learned from the event, and actions that will be taken to reduce or eliminate recurrence of the event.



Schedule E

Kenexa BrassRing, Inc. Disaster Recovery Plan

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1 Executive Summary

Kenexa BrassRing, Inc's Disaster Recovery Plan (DR Plan) is a comprehensive process that details step-by-step interim measures to recover the company's Hosting Services within 24 hours of a declared disaster (at 80% capacity) and 72 hours at 100% capacity. It has been developed to mitigate the risk created by the possibility of a disaster occurring from natural, man made or acts of God. While it is impossible to eliminate all risk, this plan is essential to the survivability and recoverability of the company's Hosting Services.

Declaring a disaster is the responsibility of the DR Executives (DR Execs) which includes the Chief Executive Officer (CEO), Chief Information Officer (CIO), and Chief Finance Officer (CFO). The DR Plan details guidelines for declaring a disaster that includes considerations toward the welfare of the production site personnel, the structural integrity of the facility, the duration of the disruption and senior management judgment.

The proper implementation of the DR Plan involves several teams of personnel from various areas of the company. Roles and responsibilities specifically outline each team's assigned duties. Moreover within this section, media relations' protocols are addressed.

The DR Plan describes the step-by-step process on how to recover from the loss of Kenexa BrassRing, Inc's Hosting Services. It includes guidelines of priority of work to ensure that applications and systems are recovered in an appropriate sequential order. This order includes bringing the Hosting Services back online to 80% of production capacity within 24 hours and then by end of 72 hours recovering to 100% of capacity.

Included within the document are various appendices, which include supporting documents necessary for the recovery process. The appendices include emergency contact lists, application installation requirements and configuration documents. Furthermore, vendor-supporting documents are included in the appendices. With these appendices, the DR Plan should be considered an all-inclusive document.

2 Introduction

Maintaining Hosting Services is critical to the company's success. Hosting Services encompass the applications, application environment (servers, storage, etc), network, and data communications infrastructure that are involved in the company's Kenexa BrassRing, Inc Recruiter BrassRing solutions. In order to mitigate the risk of a disaster caused by natural, man-made or acts of God, the company has developed a detailed Disaster Recovery Plan. The plan includes strategies and efforts that the company's technical and management personnel will need to perform before, during and after a disruption occurs.

3 Purpose

The purpose of the Disaster Recovery Plan (DR Plan) is to mitigate risk by having a detailed and documented plan that is flexible and scalable. The DR Plan is an essential element in mitigating the risk of an extended disruption in the company's Hosting Services.

4 Scope

Kenexa BrassRing, Inc's DR Plan details step-by-step procedures to be taken if there is a disruption in Hosting Services that renders Kenexa BrassRing, Inc's production environment inaccessible for an extended period of time. The DR Plan also establishes a priority of work for recovering from the disaster.

The DR Plan addresses specific processes and strategies to recover for the following:

- Servers
- Web sites
- Local area networks
- Wide area networks
- Application installations
- Databases
- Verity
- Storage

5 Background

5.1 Site Audit and Data Collection

A DR Plan development team was assembled. Over a period of several months, the team performed a site audit. They collected information on equipment configuration, identified critical data, determined mission critical systems and software and established a list of additional equipment to be procured.

The net result of the site audit was a site diagram, rack layout, cabling plan, documented power requirements, and an inventory of equipment.

5.2 Database Audit and Data Collection

A database audit was performed. The DR Plan team ascertained that the database data is being replicated or transferred to the DR facility on an hourly basis. The backup and restore of all databases have been tested.

The net result of the audit produced documentation on how the databases are referenced and procedures to point servers to the new databases if a disaster occurs.

5.3 Verity Audit

The DR Plan team performed a Verity Audit. The team determined what database collections needed to be backed up. A plan was developed to restore collection data to the DR facility in a timely manner.

The net result of the Verity audit included documentation on how the collections are referenced, how verity information is transferred to the DR facility, and how to point servers to the new collections in the DR facility.

5.4 Network Audit and Failover Investigation

The DR Plan team backed up all network equipment configurations to a secure centralized share. The team determined how to fail over DNS, documented re-IP requirements, determined patch panel port density, speed and duplex settings and documented WAN information.

The net result of the Network Audit produced a fail over plan for DNS, a new IP scheme, and a network diagram.

5.5 Provisioning of the DR Facility

The DR Plan team assessed if there would be any necessary changes in the rebuilding of systems and network devices. The team reviewed the need for different rack size requirements, power requirements, HVAC and bandwidth requirements.

The net result of the facility review determined that the DR site was adequately equipped to handle the DR requirements.

5.6 Final Review

A DR Plan was developed to map each team's tasks and the interdependencies of those tasks.

The DR Plan should be reviewed and tested on an annual basis to keep the plan in sync with current business and production environment changes.

6 Guidelines For Declaring A Disaster

A disaster will be declared if Kenexa BrassRing, Inc's Hosting Services are inaccessible for a period of twenty-four hours or it is obvious that they will be unavailable for twenty-four hours. Declaring a DR event is a very serious step and a conservative approach will be taken when a decision has to be made (e.g. when the environment at Qwest is intact, however, inaccessible). Recovering from a DR event (moving data back to Production), is a difficult and time-consuming step, so declaring a DR event will be delayed until it is ascertained that this is the preferable course of action.

If the production facility is destroyed, a disaster will be declared immediately.

Only members of the executive staff can declare a DR event. These members include the Chief Executive Officer (CEO), Chief Financial Officer (CFO), and Chief Information Officer (CIO).

6.1 Plan Activation Guidelines

The DR Plan should be initiated when one of more of the following criteria is met:

- The safety of the personnel is put at risk due to damages to the facility.
- Duration of disruption to the Hosting Services is anticipated to be of a significantly long duration.
- The facility housing the Hosted Environment (currently at Qwest) has been damaged beyond short-term repair capabilities.
- The "cage" environment has been damaged beyond short-term repair capabilities (e.g. a fire).

7 Roles and Responsibilities

Appendix 1: Emergency Contact List details the contact information of all key personnel.

7.1 Disaster Recovery Executive

The Disaster Recovery Executive (DR Exec) is a member of the executive staff that is authorized to make decisions on behalf of Kenexa BrassRing, Inc. This person will determine if an incident should be classified as a DR event, which will put the DR Plan into effect. Furthermore, they will notify the Kenexa BrassRing, Inc Client Services

group that a DR event has been declared. The DR Exec will contact the client service representative and they will determine the information that will be communicated to clients.

7.2 Hosting Service Manager

The Hosting Service Manager (Hosting Mgr) has overall responsibility to ensure that the DR Plan and DR environment are properly maintained and tested. The Hosting Mgr is the leader of the DR Team. If a DR event is declared, the Hosting Mgr will lead the DR Team in implementing the DR Plan.

7.3 Hosting Services Engineer

During normal business hours, the Hosting Mgr is responsible for identifying a potential DR event. If a potential DR event occurs after hours, the On-Call Hosting Services Engineer (Hosting Eng) is responsible for identifying a possible incident and escalating.

The Hosting Eng will contact the Hosting Mgr. If not reachable; the Hosting Eng will contact the CIO. If not reachable, the Hosting Eng will contact the CFO. If not reachable, the Hosting Eng will contact the CEO. In all potential DR events, all of the above individuals will be contacted. The CIO, CFO, and CEO will jointly make a determination regarding the declaration of a DR event. The Hosting Eng will assist the Hosting Mgr in coordinating the DR Teams' efforts and notifying key personnel as required by the DR Plan.

7.4 Qwest Personnel

The Qwest personnel located at the Production Site will assist in assessing the impact of the incident and reporting this information to the Hosting Eng. This is imperative as there are rarely Kenexa BrassRing, Inc personnel on site at the remote Hosting environment.

7.5 Disaster Recovery Team

The Disaster Recovery Team (DR Team) consists of the Kenexa BrassRing, Inc Hosting & Networking teams.

The initial task for the DR Team is to conduct an assessment of the incident and report their findings to the CIO and DR Exec. They are responsible for determining the level of damage and estimated time to recovery. The DR Team may be required to travel to the Production Site to investigate the incident in order to make an accurate assessment of the damages, although this is highly unlikely given the criticality and timeliness necessary in making the DR event decision.

Next, the DR Team will begin preparation to migrate all services from Production to the DR Site.

Once a DR event “may be” declared, the DR Team will be supplemented by designated members of Engineering, Configuration Management, QE, and the IS Application Team.

7.6 Kenexa BrassRing, Inc Client Services

Kenexa BrassRing, Inc Client Services is responsible for notifying customers of the declaration of a DR event. Kenexa BrassRing, Inc Client Services will inform customers of the nature of the disaster and estimated time to recovery. There will be regular communications (every 4-6 hours) to customers regarding the status and progress for the duration of the DR event.

7.7 Public Relations Representative

The Public Relations Representative (PR Rep) is a member of the executive staff or their assigned representative. This person is the only authorized Kenexa BrassRing, Inc personnel that are permitted to give any statement to the media.

Important Note- All DR members will refer members of the media to the PR Rep

8 DR Site

The DR site is located at Kenexa BrassRing, Inc's Corporate Headquarters in Waltham, Massachusetts approximately 400 miles from the Production facility located in Virginia.

8.1 DR Security

Security for the DR facility is provisioned to closely match the production environment. All policies governing Kenexa BrassRing, Inc's production environment apply to our DR facility.

8.2 Surveillance

The DR facility is monitored via closed-circuit video cameras. Video recordings are kept in a secure room managed by Kenexa BrassRing, Inc Workplace Operations. Recordings are retained for a minimum of thirty days.

8.3 Access Controls

The DR facility is located in a secured data center room in the corporate office. An electronic lock requiring a card-key controls access to the datacenter is in place in the DR facility. Telephone and wiring closets are kept behind lock and key.

All employees are issued security card-keys that are individually identifiable by the security system. Card keys are granted proper authorization based on the approved ACL. The Access Control List (ACL) of persons authorized to gain access to each Controlled Area is maintained by Kenexa BrassRing, Inc Workplace Operations. All DR Team members and the DR Exec have access to the required areas. All visitors to the Kenexa BrassRing, Inc corporate office must sign the visitor logbook. Logbooks are archived for reference.

8.4 Environmental Controls

The DR facility is provisioned with sufficient electrical facilities and capacity to maintain continuous service. A single power grid provides electricity.

The UPS provides power to all areas of the DR site. UPS is provided via both battery and diesel-powered generators. Battery UPS is capable of sustaining full load of the entire facility long enough to switch to generator power. Diesel-fuel provisioning for the generators allows for 7 days of continuous operation. Refueling will extend generator power for an indefinite period of time until grid power is restored.

Sufficient air conditioning exists to maintain proper temperature and humidity levels for computer operation for the DR facility.

Fire & smoke detectors are present. The DR facility utilizes a dry-pipe based system with inergen gas.

The facility is provisioned with raised floors, with sub-floor moisture and heat sensors.

Humidity and moisture detection controls are present.

UPS and the backup diesel generator are maintained monthly by Kenexa BrassRing, Inc vendors. The diesel generators are run each week as a test.

8.5 Internet Service Provider (ISP)

A reputable national service provider (InterNap) provides the Internet connectivity to the DR facility. The connectivity is provisioned and will be maintained to provide sufficient bandwidth capacity to operate at a minimum of 100% of the peak observed production traffic load.

9 DR Plan Maintenance Process

The DR Plan and DR environment will be modified in response to changes in the Production environment. Such changes might include personnel changes, critical application changes, and network, hardware, or software changes. The DR Plan is tested yearly to ensure that Kenexa BrassRing, Inc has the appropriate environment to support 80% and subsequently 100% capacity.

The DR test is designed to ensure that DR data is in synch with Production data and the DR applications function the same as Production applications.

10 Disaster Recovery Process

10.1 Notification Phase

This phase includes the activities to notify DR Exec of a possible disaster, directing the DR Team to assess the damages to the Hosting services, and beginning the DR process if necessary.

10.1.1 DR Procedure

1. The Hosting Eng will determine if possible, the nature and impact of the incident.
2. The Hosting Eng will notify key personnel identified in the emergency contact list of the incident. At a minimum the following personnel must be notified:
 - Hosting Services Manager
 - CIO
 - CFO
 - CEO

The Hosting Eng should include the following notification information if applicable:

- Nature of the emergency
 - Loss of life or injuries
 - Known damage estimates
3. The DR Execs will determine how to proceed. The following actions can be taken:
 - a) Requires DR Team to conduct further damage assessment. Information on the following items will be reported back to the DR Exec in a time period determined by the DR Exec:
 - Cause of the emergency or disruption

- Potential for additional disruptions
- Physical Infrastructure status
- Items to be replaced
- Estimated time to restore to normal services

In order to determine the extent of damages caused by the incident the DR Team members will need to contact the Qwest representatives at the Production Site. If contact with the Production Site cannot be made, then the DR Team may need to travel to the Production Site to make a damage assessment.

- b) Determine that the extent of the incident and is it considered a DR event as defined by the company DR Guidelines. The DR Exec will instruct the DR Team to activate the DR Plan.

10.2 Activation Phase

This phase includes the activities that initiate the DR event. Team members are notified, assembled and updated on the present situation.

10.2.1 Procedure

- The Hosting Eng will contact the Hosting Mgr. If not reachable; the Hosting Eng will contact the CIO. If not reachable, the Hosting Eng will contact the CFO. If not reachable, the Hosting Eng will contact the CEO. In all potential DR events, all of the above individuals will be contacted. The CIO, CFO, and CEO (DR Exec) will jointly make a determination regarding declaration of a DR event.
2. DR Exec contacts the Kenexa BrassRing, Inc Client Services representative to brief them on the present situation.
 3. The Kenexa BrassRing, Inc Client Services representative following departmental procedures contacts the impacted customers and provides them with information on estimated time to recovery.
 4. The DR Team assembles at the DR Site and receives an update from the DR Exec or DR Team representative.
 5. The DR Team will make an assessment of the damage at Production Site, estimated time to recovery and priority of work.
 6. If the Hosting Eng was unable to make contact with the original Production Site, then a member of the DR Team will travel to the Production Site to make a damage assessment. At a minimum the DR Team leader may want to send a Kenexa BrassRing, Inc representative to the Production Site to coordinate Qwest's efforts to repair the Production Site.

7. The DR Exec(s) make a determination to declare the situation a DR event.
8. Kenexa BrassRing, Inc Client Services notifies all clients about the DR event.
9. The DR Team begins the cutover to the DR site.

10.3 Recovery Phase

The recovery phase involves steps to be taken to restore Hosting Services to 80% (and then 100%) of the Production Site capacity. The following procedures describe the steps to be taken if the conditions require the Hosting Services to be recovered to the DR Site.

The initial focus in bringing up the DR environment as Production is to ensure that the data is as current as possible and to determine how much data loss there is between the most recent Production-DR data synching and the time Production was lost. In parallel to the data effort, Hosting will be working to re-point all URLs, and start pushing the new Domain Name entries across the Internet. SCM will be focused on re-pointing the Staging Environment from the Staging databases & file store to the DR databases and file store. The Verity engineers will be working to re-build the verity collections for the DR databases. As soon as this is under control, Engineering will initiate the process to begin re-building the servers to extend DR capabilities from 80% to 100%. Lastly, when the process is under control, which should be early on, a small group will be working to find a new site for Production.

10.3.1 Procedure

1. The Database Services members of the DR Team will post all data updates from Production to DR. They will determine during which period of time there was data loss (the data loss period will be less than 1 hour).
2. The Database Services group will bring the databases on-line (from read-only) in the DR environment.
3. The Hosting engineers and SCM will verify that all servers are secure and up-to-date.
4. The Hosting Engineers and SCM will work together to “re-point” the Staging Environment to the DR databases (rather than the Staging databases).
5. The Verity Engineers will bring the Verity collections up to date in the DR environment.
6. The Hosting engineers will modify the DNS records (using the 3DNS) to point at the DR site rather than Production, and begin replication.
7. The Database Services group will execute an environment conversion script to change static data values to reflect the DR environment. This script is stored on the Star Team server located at the DR Site.

8. DBAs will turn on log shipping in DR Site and have the logs shipped to DR NetApp devices. Log shipping from the Production Site will also be turned off at this time.
9. DR Team will work with QE to conduct functionality tests to insure the DR Site is operational. At a minimum they will test the following:
 - Network connectivity
 - Application functionality
 - Database functionality
10. DR Exec will contact Kenexa BrassRing, Inc Client Services and inform them that the Production Site has been successfully failed over to the DR Site.
11. Kenexa BrassRing, Inc Client Services will contact customers and inform them that Kenexa BrassRing, Inc has successfully moved Production to the DR Site.
12. Software Engineering (SCM & Verity Engineers) will start building the necessary systems to bring the DR Site to 100% of production operational capability. This step will be initiated as soon as the process incorporated in steps 1-9 are stable and under control. The plan is to begin this process very early in the DR Plan – working in parallel with steps 1-9. The goal is to have 100% capacity within 48 hours – well ahead of the 72 hour commitment.
13. Members of the DR Team will travel to the Production Site to further investigate the damage and check on Qwest's progress on repairs to the Production Site. Most likely there will be two branches here – Qwest is repairable and it is only a matter of time to get the systems back up and running; Qwest (and's equipment) has been destroyed and the task includes finding a new Hosting site, replacing all Hosting services equipment, and re-building the entire Hosting environment. The latter is the more likely scenario – given a DR event has been declared.
14. The DR Team members will assess the operational capabilities of the equipment and the Production Site facilities and report back to the DR Exec. The DR Exec will determine if the DR Team should begin recovery operations at the Production Site. If the DR Exec determines that an alternate site is required, the DR Team will inventory all salvageable equipment and prep it for shipment to the new co-location facility. The DR Team leader will coordinate the necessary arrangements to move to an alternate co-location facility. The DR Plan will be used to start up the new Production Site.
15. The DR Exec declares the disaster is over once the Production Site (original or alternate) is running at 100% operational capacity.

11 Appendices

Appendix 1: Emergency Contact List

Appendix 2: Vendor Contacts

Appendix 3: Database Restore Procedure

Appendix 4: Re-pointing of Production to the DR Environment

Appendix 5: Verity Restore Procedure

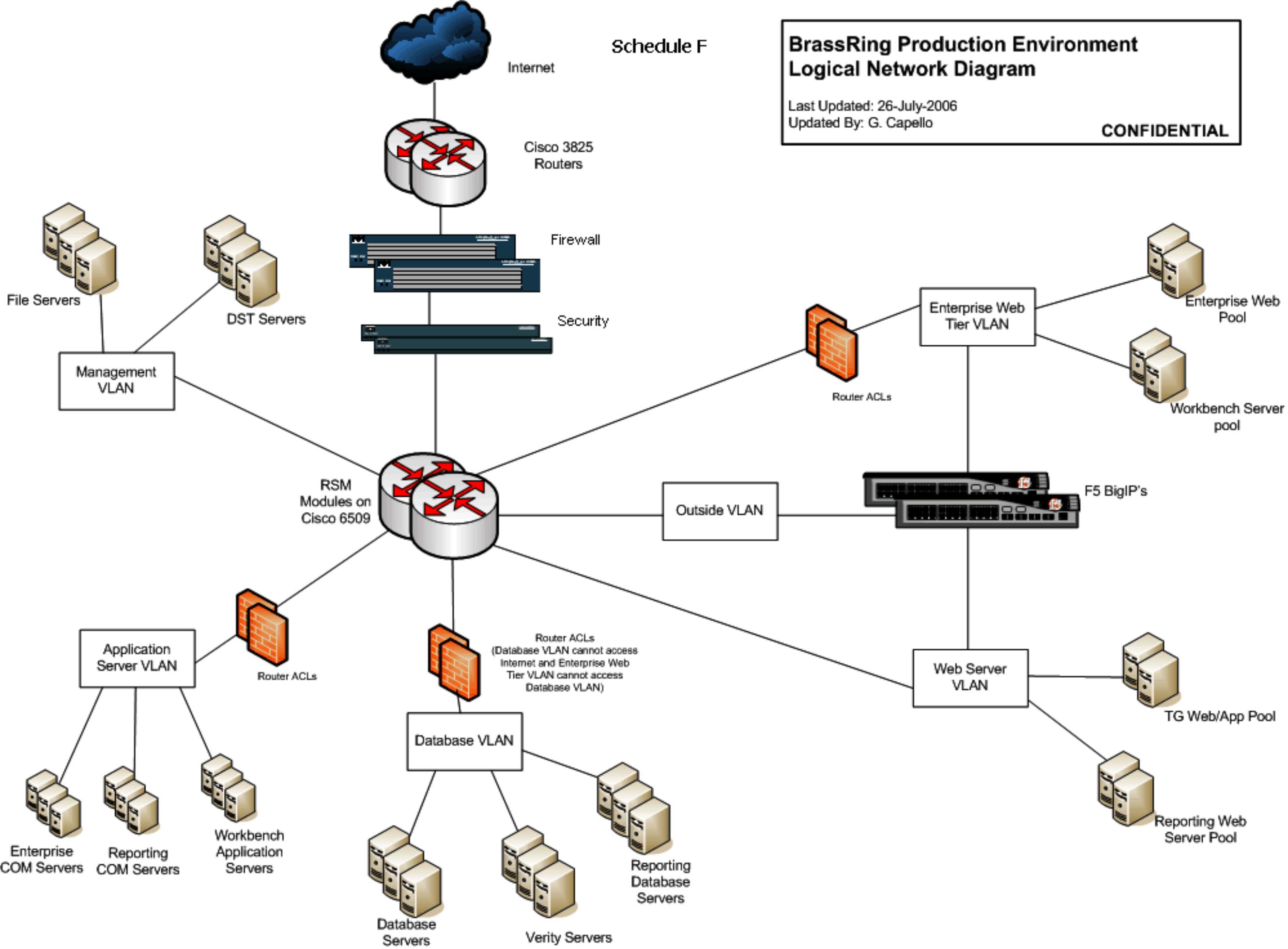
Appendix 6: 80% to 100% Server Plan

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BrassRing Production Environment Logical Network Diagram

Last Updated: 26-July-2006
Updated By: G. Capello

CONFIDENTIAL



eCAPS Phase III
Subproject 6: eHR (Human Resource Management)

Exhibit A-6 – Statement of Work

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- Appendix L-6 Legacy Reports
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Attachments

- Attachment M-6 Context Diagram

Introduction

This Statement of Work (SOW) sets forth the requirements for CGI-AMS to develop and deliver the eCAPS Phase III – Human Resource Management (eHR) Subproject 6 described herein for the County of Los Angeles (County). Capitalized terms not otherwise defined herein shall have the meanings set forth in the Services and License Agreement (SLA) to which this SOW is attached.

The eHR Subproject 6 engages CGI-AMS to successfully implement the following AMS Advantage® HRM application modules for the Countywide Payroll and Human Resource System:

- AMS Advantage Talent Management (Stage 1);
- Payroll which includes Payroll Accounting Management (Stage 2); and
- Core Human Resource (Core HR) (Stage 3) which includes:
 - Personnel Administration;
 - Benefits Administration;
 - Position Control;
 - Time & Attendance; and
 - Employee Self Service.

This SOW specifies the obligations for CGI-AMS to deliver to the County the functioning modules that support the County's business requirements as listed in the Appendices of this Exhibit A according Appendix A-6 (Deliverables Definitions). A description of the County's obligations for this Subproject 6 and other key project assumptions are provided in Appendix M-6 (Subproject Assumptions) to this SOW. For purposes of this SOW, AMS Advantage HRM, also known to the County as "eHR", means AMS Advantage Talent Management, Payroll and Core HR (which includes Position Control, Personnel Administration, Benefits Administration, Payroll, Time & Attendance, Payroll Accounting Management, and Employee Self Service).

The goals of eCAPS Phase III – eHR Subproject 6 are to implement the AMS Advantage HRM application and incorporate the majority of human resource and payroll data into a single, central Human Resources Management (HRM) solution. The AMS Advantage HRM application offers specialized features in:

- **AMS Advantage Talent Management** — provides the ability to evaluate and process an online application through a self-service Web portal, the functionality to set-up job posting and track the status of the applicants through hiring and the functionality to perform an analysis of applicant responses to a particular question;
- **Payroll** — provides the functionality to compute pay and deductions;

- **Payroll Accounting Management** — provides the functionality to integrate the payroll expenses with eCAPS;
- **Core HR**— provides the following modules:
 - **Position Control** — supports position management, maintenance, and control;
 - **Personnel Administration** — provides the necessary functions and features required for public sector personnel management and automates phases of the employee life cycle from hiring practices and personnel actions, to separations;
 - **Benefits Administration** — provides the functionality to establish and maintain benefits parameters, update and maintain employee benefits and provide reporting for the employee benefits;
 - **Time and Attendance** — provides the functionality that supports both "Exception" time reporting (salaried employees) and "Positive" time reporting (non-salaried employees) and the feature of allowing overrides to the employee's accounting information for a particular pay event;
 - **Employee Self Service** — provides web-based access to the AMS Advantage HRM application to support self-service functions including time entry, leave balance verification, and employee data maintenance.

The major objectives to be achieved with the eCAPS Phase III – eHR Subproject 6 are to:

- Provide integration and ease of access to data that ultimately reduces costs by eliminating old, antiquated and disparate systems, such as CWTAPPS, CWPAY and departmental shadow systems;
- Improve business processes;
- Provide functionality through the Position Control module to assist with budgeting and forecasting costs through eCAPS budgeting solution – AMS Advantage Performance Budgeting;
- Provide employees and County human resources staff access to real-time information such as updated leave balances and on-line check capability;
- Provide flexible online search capability and download functionality;
- Update technology from a mainframe to a web-based architecture; and
- Increase data integrity and reduce data redundancy.

CGI-AMS shall follow a deliverables-based project management approach to configure or customize the AMS Advantage HRM application to support the County's business requirements as stated in Appendix J-6 (Configurations and Customizations) of this SOW.

The eCAPS Phase III – eHR Subproject 6 will begin in May 2007 following the Project Plan set forth as Appendix B-6 (Project Plan) to provide for:

- Software installation and support;
- Software design, development, and testing services;
- Project team and end-user training assistance;
- Knowledge transfer assistance to support the on-going system operation at the completion of the project;
- Implementation support; and
- Post-implementation support.

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Section I – Implementation Methodology

This section of the SOW provides a general description of the planned activities for the eCAPS Phase III – eHR Subproject 6, including:

- An overview of the implementation methodology proposed by CGI-AMS for the duration of Subproject 6; and
- A high-level description of the eCAPS Phase III – eHR Subproject 6 plan.

1. Overview of Implementation Methodology

CGI-AMS shall use sound project management principles based on prior experience in large-scale implementation projects for the implementation of AMS Advantage HRM. Comprised of three phases (Envision, Create, and Achieve), this methodology shall take into account elements that impact the Subproject 6 schedule internally such as design, development and testing of software modifications and the external dependencies and success factors that can impact the overall progress and effectiveness of an engagement. However, for this Subproject 6, the Envision phase has already been completed by the eCAPS Phase II - HRM Design Subproject 3. Thus, Subproject 6 will be solely comprised of the Create and Achieve phases, taking into account the internal and external elements impacting this Subproject. This integrated approach provides an invaluable tool to track overall progress against the agreed upon milestones, identify risk areas, and proactively take the appropriate steps to mitigate those risks.

Normally, the system implementation activities of the Create phase are conducted in parallel. For the HRM implementation at the County, an alternative implementation approach is proposed because of the:

- Size and complexity of County business processes;
- Magnitude of the software modifications; and
- Desire by the County to minimize the initial number and type of County resources required.

This approach divides the Create phase into the following sub-stages for each Stage:

- Create: Stage 1, AMS Advantage Talent Management Software Modification;
- Create: Stage 1, AMS Advantage Talent Management Implementation;
- Create: Stage 2, AMS Advantage HRM Software Modification;
- Create: Stage 2, AMS Advantage Payroll Implementation; and
- Create: Stage 3 AMS Advantage Core HR Implementation.

The Achieve phase encompasses those activities related to data conversion, production cutover (i.e., installation of the final-tested system into the County's production environment), and post-implementation support. Similar to the Create phase, the approach for the Achieve phase is composed of the following sub-stages for each Stage:

- Achieve: Stage 1, AMS Advantage Talent Management;
- Achieve: Stage 2, AMS Advantage Payroll; and
- Achieve: Stage 3, AMS Advantage Core HR.

CGI-AMS's methodology is supported by an inventory of CGI-AMS-specific tools, assets, utilities, templates, checklists, and deliverables. CGI-AMS-specific work product samples will be used as a starting point for the work products CGI-AMS shall complete under this SOW.

2. Project Work Products

The remainder of this section explains the approach that will be used to implement the AMS Advantage software modules for the County. The high-level Work Products are outlined, as are the methods for achieving them. A detailed description of these Deliverables is provided in Appendix A-6 (Deliverables Definition) and in the remaining sections of this SOW.

2.1 Planning & Management (Project Plan Task 1.0)

Project management represents ongoing tasks that will span the life of the project. CGI-AMS shall update the Project Control Document (PCD) (Project Plan Task 1.1.7) created during the implementation of eCAPS Phase I. The purpose of the PCD is to define how the CGI-AMS Project Management Standards will be applied to the eCAPS Phase III – eHR Subproject 6. The PCD brings together the key planning and control documents and serves as the basis for defining how the project team will carry out project administration and management activities. It is intended to be a tool for communicating the project's management practices to managers, team members, and stakeholders.

Specifically, the PCD shall define the eCAPS Phase III – eHR Subproject 6 management strategies for the following areas:

Project Planning

- Detailed Project Plan;
- Project Governance and Structure;
- Communication; and
- Staffing and Team Management.

Scope Management

- Deliverables Management;
- Change Control Process Management; and
- Requirements Management.

Issue and Risk Management

- Issue Management (including issue escalation processes); and
- Project Risk Management.

Quality

- Quality Management;
- Reports Review and Escalation Governance Process for performance versus functionality issues (further described in Section V – Data Warehouse and Reporting);
- Work Product Reviews; and
- Incident and Defect Management.

CGI-AMS shall provide on-site, full-time project management services to the eCAPS Phase III – eHR Subproject 6 for the duration of Subproject 6 through implementation and part-time project management services for the duration of the post-implementation period.

CGI-AMS ongoing project management tasks include (Project Plan Task 1.2):

- Assigning and coordinating CGI-AMS team resources and deliverables;
- Tracking CGI-AMS team resources;
- Tracking CGI-AMS tasks and deliverable budgets;
- Providing review and guidance to the project team in addressing tasks/deliverables;
- Identifying, tracking, and helping to resolve project issues and risks;
- Coordinating project deliverables among all CGI-AMS and County resources; and
- Reporting on CGI-AMS resources, deliverables and budget, including the development of bi-weekly and monthly status reports, and presentations for the project advisory committee.

In addition to outlining project administration and management tasks, the Planning and Management section also includes specific activities in preparation for the Create: Stage 3 Core HR Implementation sub-stage. At the beginning of this sub-stage, a 30-day plan validation activity will take place with joint participation by CGI-AMS and the County. The purpose of this plan validation activity is to confirm the plan and direction

for the remainder of the activities in the Create and Achieve sub-stages of Stage 3. Mutually agreed upon recommendations and any potential changes to the project direction, project plan, or activities will be addressed via the Change Control Process.

2.2 Envision Phase

The Envision phase for this Subproject 6 was completed during the eCAPS Phase II - HRM Design Subproject 3. The functional analysis, product training, and prototyping were conducted to arrive at the fit-gap implementation analyses, which will be used as a foundation for the Create and Achieve phases.

2.3 Create: Stage 1, AMS Advantage Talent Management Software Modification (Project Plan Task 2.0)

The AMS Advantage Talent Management Software Modification sub-stage encompasses activities related to AMS Advantage Talent Management software construction and testing. The AMS Advantage Talent Management module is a hosted solution that includes the application and a reporting tool. The tasks to be completed during this sub-stage are organized into the following activities:

- Modification Planning Meetings;
- Technical Environment Set-up;
- Reference Data Set-up;
- Software Construction; and
- Policy and Procedures Analysis.

2.3.1 Modification Planning Meetings (Project Plan Task 2.1)

CGI-AMS shall conduct Modification Planning Meetings to initiate the working relationship between CGI-AMS and County functional experts. The meetings will address the following:

- Review and confirm Fit-Gap findings as a project team;
- Discuss any new features provided by AMS Advantage Talent Management since the Fit-Gap report; and
- Identify County Departmental Subject Matter Experts to assist the project team as needed.

CGI-AMS shall provide a Final Process Map which will reflect the new features of the various business processes of AMS Advantage Talent Management functionality.

2.3.2 Technical Environment Set-up (Project Plan Task 2.2)

CGI-AMS shall provide for connectivity to the hosted Development and Quality Assurance (QA) Environments to support the CGI-AMS development and unit testing of County software modifications.

2.3.3 Reference Data Set-up (Project Plan Task 2.3)

While the majority of the system configuration will be completed during the AMS Advantage Talent Management Implementation sub-stage, a subset of that data will be configured during this Create phase in order to facilitate modification testing.

2.3.4 Software Construction (Project Plan Task 2.4)

CGI-AMS technical staff shall be primarily responsible for the design, development, unit and system testing of application customizations and reports.

CGI-AMS shall create a Concept Paper and a Functional Design for each application customization (i.e., modification to the AMS Advantage Talent Management Software). The Concept Paper is a high level concept of the business requirements needed and approach alternatives for meeting those requirements. The Functional Design is a high-level design specification that provides an overview of the business requirements and processes to be supported by the customization, processing logic for online, batch, and reporting software components, business scenarios to be included in the unit tests, and key assumptions.

CGI-AMS shall create a Detailed Design for each application customization. Each detailed design will provide the technical specifications and description of each software development effort, as well as drive the functional design into a lower level of detail that is required for programming. Depending upon the type of software being developed, the detailed design shall include as necessary: database input/output requirements, data mapping and transformation rules, and a unit test plan.

2.3.5 Policy and Procedures Analysis (Project Plan Task 2.5)

CGI-AMS shall provide Policy and Procedure Support for the duration stated in the Project Plan to answer questions and provide support to County staff with this effort by providing AMS Advantage Talent Management functional knowledge.

2.4 Create: Stage 1, AMS Advantage Talent Management Implementation (Project Plan Task 3.0)

The AMS Advantage Talent Management Implementation sub-stage encompasses activities related to implementation of the AMS Advantage Talent Management

Software. The tasks to be completed during this sub-stage are organized into the following activities:

- Rollout Implementation Planning;
- Technical Environment Set-up;
- Reference Data Set-up;
- Software Construction;
- Software Testing; and
- Preparation for Implementation.

Rollouts #2, #3, and #4 will include additional implementation rollout-specific activities as described below. The additional implementation rollouts will mimic the above Rollout #1 description. It is expected that much of the information gleaned during the initial implementation can be re-used in the later Rollouts. The main difference in the subsequent Rollouts is that the modification and interface development and testing activities will not be present since these tasks will be completed with Rollout #1.

The departmental implementations will be mutually agreed upon by CGI-AMS and the County during the Project Planning phase.

County-specific integration between HRM and AMS Advantage Talent Management will be established prior to the go live of the eHR application. This integration will go from AMS Advantage Talent Management to eHR and vice versa. The areas of integration are as follows:

- Foundation Data – table and Candidate information are synched up on a nightly basis (Department Codes, etc.);
- On-Boarding – As a candidate is hired, all candidate information is moved from AMS Advantage Talent Management into HRM on a nightly basis; and
- Position Control – This integration is done on a nightly basis. During bulletin creation, AMS Advantage Talent Management will interact with HRM to determine budget approval, number of positions, etc.

2.4.1 Rollout Implementation Planning (Project Plan Tasks 3.1.1, 3.2.1, 3.3.1, 3.4.1)

CGI-AMS shall conduct Rollout Planning Kick-off sessions with all of the departments identified in a rollout grouping. The Kick-off sessions will address the following:

- Confirm and validate data set-up and configuration for each rollout;
- Knowledge transfer to departmental Administrative users; and

- Identify change management impact for each rollout.

CGI-AMS shall develop a Process Map which will define the various business processes for AMS Advantage Talent Management functionality.

CGI-AMS will provide configuration worksheets to the County during this phase to be completed as stated in the Project Plan. These configuration worksheets will become the input to the Reference Table Set-up activities (see section 2.4.3).

CGI-AMS shall provide an Updated Process Map to reflect any changes for each subsequent Rollout Phase upon completion of the Implementation Readiness sessions.

CGI-AMS shall also develop a data cleansing plan (Project Plan 3.1.1.4.1) and a data conversion plan (Project Plan 3.1.1.4.2). The data cleansing plan will identify for the County the activities required to execute the data cleansing activity. CGI-AMS shall complete data cleansing activities as described in Appendix I-6. CGI-AMS will then provide Rollout Phase Implementation Planning Support for the duration stated in the Project Plan to support the County's execution of the data cleansing plan by answering questions and providing AMS Advantage Talent Management functional knowledge.

2.4.2 Technical Environment Set-Up (Project Plan Tasks 3.1.2, 3.2.2, 3.3.2, 3.4.2)

CGI-AMS shall provide for hosted User Acceptance Test/Training, Conversion, and Production Environments to support the CGI-AMS implementation of AMS Advantage Talent Management.

2.4.3 Reference Tables Set-up (Project Plan Tasks 3.1.3, 3.2.3, 3.3.3, 3.4.3)

In the AMS Advantage Talent Management Implementation sub-stage, CGI-AMS will complete the Reference Data Set-up based on the County's completed configuration worksheets and the updated process maps (completed during Rollout Phase Implementation Planning). CGI-AMS shall configure the UAT/Training Environment to match County requirements and deliver the completed environment set-up to the County.

2.4.4 Software Construction (Project Plan Tasks 3.1.4, 3.2.4, 3.3.4, 3.4.4)

CGI-AMS technical staff shall be primarily responsible for the design, development, and unit testing of:

- Inbound System Interfaces (Project Plan Task 3.1.4.1.1);
- Data Conversion processes (Project Plan Tasks 3.1.4.2, 3.2.4.1, 3.3.4.1, 3.4.4.1); and

- Report Development of 49 Reports, identified in Appendix L-6 (Legacy Reports) (Project Plan Task 3.1.4.3).

CGI-AMS will also be primarily responsible for the development and unit testing of Outbound Interfaces (Project Plan Task 3.1.4.1.2).

CGI-AMS shall also provide Software Construction Support for the duration stated in the Project Plan to answer questions and provide support to the County technical staff assigned to design and develop other software components as identified in Appendix B-6 (Project Plan).

CGI-AMS shall create a Detailed Design for each data conversion process, inbound system interface, and report to be developed by CGI-AMS staff. Each detailed design will provide the technical specifications and description of each software development effort, as well as drive into a lower level of detail that is required for programming. Depending upon the type of software being developed, the detailed design shall include as necessary: database input/output requirements, data mapping and transformation rules, and a unit test plan.

CGI-AMS shall complete Data Warehouse and Reporting activities as described in Section V – Data Warehouse and Reporting.

2.4.5 Software Testing (Project Plan Tasks 3.1.5, 3.2.5, 3.3.5, 3.4.5)

Software testing entails the planning and execution of tests to secure the County's acceptance of the AMS Advantage application as modified in accordance with the County-approved functional and detailed designs and other specifications. Software testing is comprised of two (2) types of tests:

- Integrated System Test (Project Plan Task 3.1.5.1); and
- User Acceptance Test (Project Plan Task 3.1.5.2).

CGI-AMS shall be primarily responsible for the planning and execution of the Integrated System Test. CGI-AMS shall also provide Software Testing Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the User Acceptance Test. CGI-AMS shall provide support by helping to research and track incidents reported by the County team, and developing any software fixes required to resolve these incidents.

Integrated System Test (Project Plan Tasks 3.1.5.1)

Before the Integrated System Test is conducted, CGI-AMS shall review the County's stated business requirements and processes and define which requirements and processes require testing. The selected requirements and processes will become test conditions and will be grouped into test cycles. Test

cycles are logical groups of test conditions. CGI-AMS shall develop test scripts to define steps, input data and expected output for all of the integrated system test conditions. Once the Integrated System Test environment is established, the test scripts will be executed. If the actual results do not match the expected results, an incident will be identified, documented, and resolved. Incident resolution may require the development of software fixes and re-testing, as needed.

User Acceptance Test (Project Plan Tasks 3.1.5.2, 3.2.5.1, 3.3.5.1, 3.4.5.1)

The goal of User Acceptance Test (UAT) is to allow the County's UAT team, a selected group of County end-users, to affirm that the AMS Advantage Talent Management application performs as specified per the functional designs and configuration worksheets. UAT also provides an opportunity for additional users to become familiar with the software prior to training and implementation. CGI-AMS shall provide support as stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the UAT. CGI-AMS shall also provide support by helping to research and track incidents reported by the County team and developing any software fixes required to resolve these incidents.

2.4.6 Preparation for Implementation (Project Plan Tasks 3.1.6, 3.2.6, 3.3.6, 3.4.6)

Preparation for implementation entails the completion of the following tasks:

- Security & Workflow Set-up (Project Plan Task 3.1.6.1);
- Knowledge Transfer and Training (Project Plan Task 3.1.6.2);
- Transition Management (Project Plan Task 3.1.6.3); and
- Documentation Development (Project Plan Task 3.1.6.4).

Security & Workflow Set-up (Project Plan Tasks 3.1.6.1, 3.2.6.1, 3.3.6.1, 3.4.6.1)

CGI-AMS will configure the workflow and security tables in AMS Advantage Talent Management based on the configuration worksheets completed by the County during rollout phase implementation planning.

Knowledge Transfer and Training (Project Plan Tasks 3.1.6.2, 3.2.6.2, 3.3.6.2, 3.4.6.2)

CGI-AMS shall execute the training plan via a co-trainer approach for end-user and technical training, such as report writing. In the co-training approach CGI-AMS shall jointly conduct training courses with County co-trainers as specified in Appendix K-6 (Training Volumes).

Throughout the project CGI-AMS shall promote knowledge transfer to County staff by providing support as stated in the Project Plan.

Transition Management (Project Plan Tasks 3.1.6.3, 3.2.6.3, 3.3.6.3, 3.4.6.3)

Transition management is comprised of tasks related to change management.

CGI-AMS shall provide support in the development of the communication plan and readiness assessment.

Documentation Development (Project Plan Task 3.1.6.4)

CGI-AMS shall provide the following documentation:

- AMS Advantage Talent Management User Documentation – updated version of the AMS Advantage Talent Management application documentation; and
- AMS Advantage Talent Management System Documentation – updated version of the AMS Advantage Talent Management application documentation. These updates shall include considerations for the County to create its operations documentation (e.g., potential impacts to the County’s run books, call back lists, job dependencies, etc.).

2.5 Create: Stage 2, AMS Advantage HRM Software Modification (Project Plan Task 4.0)

The AMS Advantage HRM software modification sub-stage encompasses activities related to software construction and testing. The tasks to be completed during this sub-stage are organized into the following activities:

- Technical Environment Set-up;
- Reference Data Set-up;
- Software Construction;
- County Interim Data Warehouse Development;
- Policy & Procedure Development;
- Data Cleansing; and
- Security & Workflow Analysis.

2.5.1 Technical Environment Set-Up (Project Plan Task 4.2)

Upon the County’s establishment of the following technical environments (i.e., installation and configuration of hardware and system software), CGI-AMS shall confirm that these environments are consistent with the specifications provided in the Technical Specifications Document:

- Baseline;
- Development / unit test;
- System test; and
- Conversion.

CGI-AMS shall work with the County to install and test the AMS Advantage application and third party software in these environments. CGI-AMS staff shall develop and test AMS Advantage configurations and customizations in the development / unit test and system test environments.

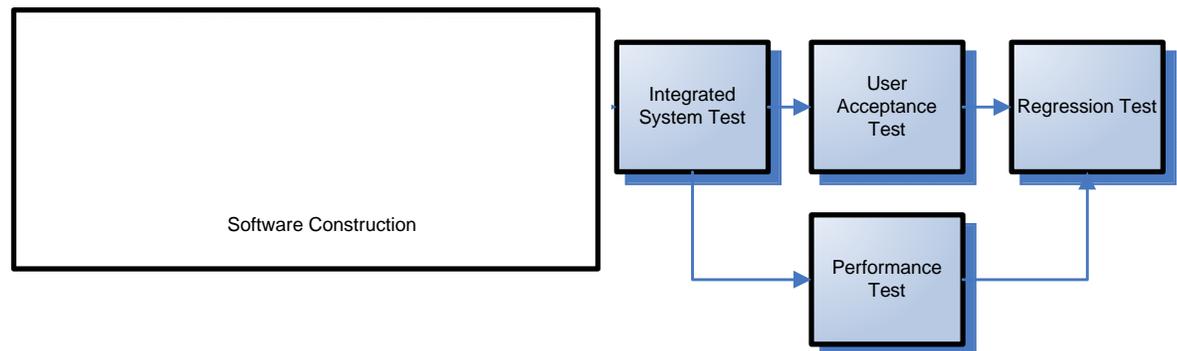
2.5.2 Reference Data Set-Up (Project Plan Task 4.3)

During the Envision phase, the reference data set-ups were identified and will be confirmed during this Create phase. Where applicable, these set-ups will allow the project team to tailor Payroll and Core HR processing to support County-specific requirements instead of developing software modifications.

In the Software Modification sub-stage, CGI-AMS shall support County staff in applying these table set-ups and populating the reference and system tables as defined in the Fit-Gap Analysis Report for Client Iteration Testing purposes.

2.5.3 Software Construction (Project Plan Task 4.4)

As depicted in the following diagram, Software Construction is comprised of programming system modifications, unit testing and system testing those modifications to determine that the software works as stated in the system specification documents. Client Iteration Testing is also part of the Software Construction task.



CGI-AMS technical staff shall be primarily responsible for the design, development, unit and system testing of Application Customizations (Project Plan Task 4.4.1) and design of both Inbound Payroll System Interfaces (Project Plan Task 4.4.2), and Data Conversion processes (Project Plan Task 4.4.3).

CGI-AMS shall create a Concept Paper and a Functional Design for each application customization (i.e., modification to the AMS Advantage HRM software). The Concept Paper is a high level concept of the business requirements needed and approach alternatives for meeting those requirements. The Functional Design is a high-level design specification that provides an overview of the business requirements and processes to be supported by the customization, processing logic for online, batch, and reporting software components, business scenarios to be included in the unit tests, and key assumptions.

CGI-AMS shall create a Detailed Design for each data conversion process, inbound system interface, and application customization. Each detailed design will provide the technical specifications and description of each software development effort, as well as drive the functional design into a lower level of detail that is required for programming. Depending upon the type of software being developed, the detailed design shall include as necessary: database input/output requirements, data mapping and transformation rules, and a unit test plan.

CGI-AMS shall provide Software Construction Support for the duration stated in the Project Plan to answer questions and support the County technical staff assigned to design and develop other software components as identified in the Project Plan (Appendix B-6).

CGI-AMS staff shall use the development tools that are bundled with the AMS Advantage 3 application (e.g. AMS Advantage Design Studio, Pervasive Data Integrator (PDI), and Adobe forms) in order to help reduce the level of effort for software construction, standardize work product quality, minimize future maintenance costs, and facilitate knowledge transfer from CGI-AMS to County technical staff.

In addition, CGI-AMS shall develop a Payroll Implementation Conversion Plan (Project Plan Task 4.4.3.1) in order to provide a unified structure and strategy for developing conversion processes.

2.5.4 County Interim Data Warehouse Development (Project Plan Task 4.5)

CGI-AMS shall provide County Interim Data Warehouse Support for the duration stated in the Project Plan to assist the County staff with eHR data mapping and providing eHR functional knowledge.

2.5.5 Policy & Procedure Development (Project Plan Task 4.6)

CGI-AMS shall provide Support for the duration stated in the Project Plan to answer questions and provide support to County staff with this effort by providing eHR functional knowledge.

2.5.6 Data Cleansing (Project Plan Task 4.7)

CGI-AMS shall develop a payroll data cleansing plan which will identify for the County the activities required to execute the plan. CGI-AMS will then provide Support for the duration stated in the Project Plan to support the County's execution of the data cleansing plan by answering questions and providing AMS Advantage HRM functional knowledge.

2.5.7 Security and Workflow Analysis (Project Plan Task 4.8)

CGI-AMS shall provide Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to complete the development of a security plan to facilitate the County's completion of its security and workflow set-up.

2.6 Create: Stage 2, AMS Advantage Payroll Implementation (Project Plan Task 5.0)

The AMS Advantage Payroll Implementation sub-stage encompasses activities related to implementation, such as Conversion, Interfaces, Reports, Training and Transition Management. The tasks to be completed during this sub-stage are organized into the following activities:

- Technical Environment Set-up;
- Reference Data Set-up;
- Technical Team Training;
- Software Construction;
- Software Testing;
- Preparation for Implementation; and
- Version Synchronization.

2.6.1 Technical Environment Set-Up (Project Plan Task 5.2)

Upon the County's establishment of the following technical environments (e.g., installation and configuration of hardware and system software), CGI-AMS shall confirm that these environments are consistent with the specifications provided in the Technical Specifications Document:

- Acceptance Test;
- Training;
- Learning; and
- Production.

CGI-AMS shall work with the County to install and test the AMS Advantage application and third party software in these environments. CGI-AMS staff shall develop and test AMS Advantage configurations and customizations in the development / unit test and system test environments.

2.6.2 Reference Data Set-Up (Project Plan Task 5.3)

In the Payroll Implementation sub-stage, CGI-AMS will support County staff in applying table set-ups and populating the reference and system tables as defined in the Fit-Gap Analysis Report. CGI-AMS shall provide Reference Data Set-up Support for the duration stated in the Project Plan to support the County in finalizing table set-ups in preparation for implementation.

2.6.3 Technical Team Training (Project Plan Task 5.4)

As defined in the training strategy developed during the Envision phase, CGI-AMS shall conduct training for the number of County technical staff identified in Appendix K-6 (Training Volumes). This training will utilize baseline training materials and cover the following topics: Versata Design Studio, PDI and Adobe forms.

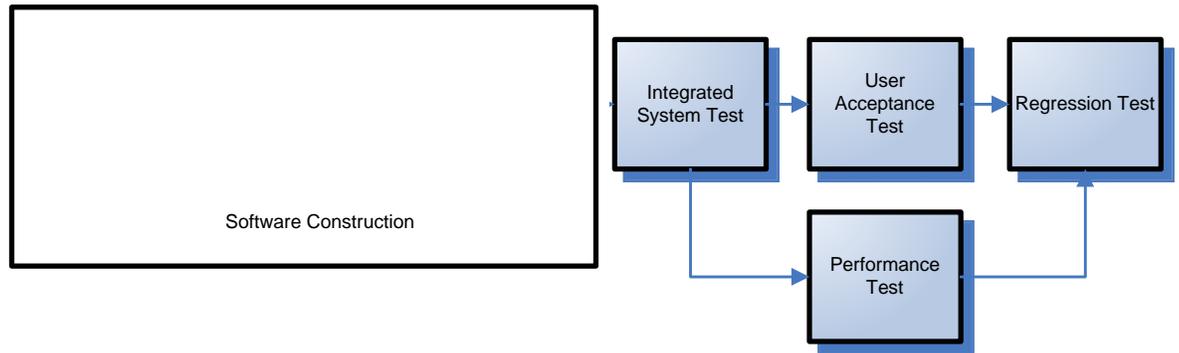
Technical training shall also include the project approaches, methodologies, tasks, and procedures for:

- Technical Design and Development Standards and Templates;
- Naming Standards (files, programs, screens, reports, error codes);
- System table extracts and loads;
- Testing (unit testing scripts and templates); and
- Emergency Patches and Sub-Releases (procedures for securing, applying, and testing across all environments).

CGI-AMS shall provide Technical Team Training Support for the duration stated in the Project Plan to assist the County in configuring/installing the AMS Advantage bundled toolsets on developer workstations in order to facilitate hands-on training for the aforementioned topics.

2.6.4 Software Construction (Project Plan Task 5.5)

As depicted in the diagram below, Software Construction is comprised of programming system modifications, unit testing, and system testing those modifications to determine that the software works as stated in the system specification documents. Client Iteration Testing is also part of the Software Construction task.



CGI-AMS technical staff shall be primarily responsible for the design, development, and unit testing of:

- Inbound Payroll System Interface Development (Project Plan Task 5.5.1.1);
- Data Conversion processes (Project Plan Task 5.5.2);
- Data Warehouse (Project Plan Task 5.5.3); and
- 100 Reports (Project Plan Task 5.5.3.8).

CGI-AMS will also be primarily responsible for the development and unit testing of Outbound Interfaces (Project Plan Task 5.5.1.2).

CGI-AMS shall also provide technical support to answer questions to the County technical staff assigned to design and develop other software components as identified in Appendix B-6 (Project Plan).

CGI-AMS shall create a Detailed Design for each data conversion process, inbound system interface, and report to be developed by CGI-AMS staff. Each detailed design will provide the technical specifications and description of each software development effort, as well as drive into a lower level of detail that is required for programming. Depending upon the type of software being developed, the detailed design shall include as necessary: database input/output requirements, data mapping and transformation rules, and a unit test plan.

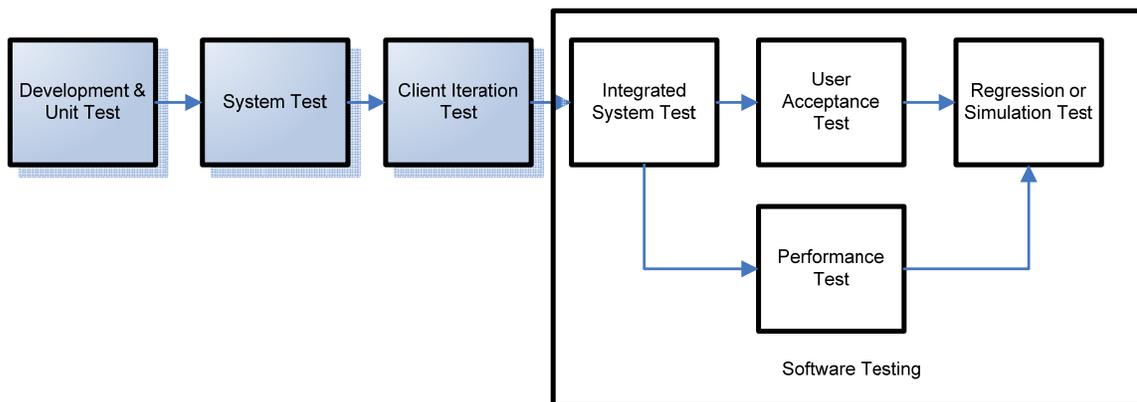
CGI-AMS shall complete Data Warehouse and Reporting activities as described in Section V – Data Warehouse and Reporting. CGI-AMS will be responsible for analyzing one hundred and fifty (150) reports and designing and developing one hundred (100) reports identified by the County.

CGI-AMS and County staff shall use the development tools that are bundled with the AMS Advantage 3 application (i.e., Versata Design Studio, PDI, and Adobe forms) in order to help reduce the level of effort for software construction, standardize work product quality, minimize future maintenance costs, and facilitate knowledge transfer from CGI-AMS to County technical staff.

2.6.5 Software Testing (Project Plan Task 5.6)

Software testing entails the planning and execution of tests to secure the County's acceptance of the AMS Advantage application as modified in accordance with the County-approved functional and detailed designs and other specifications. Software testing is comprised of four (4) types of tests:

- Integrated System Test (Project Plan Task 5.6.1);
- User Acceptance Test (Project Plan Task 5.6.2);
- Performance Test (Project Plan Task 5.6.3); and
- Simulation Test (Project Plan Task 5.6.4).



CGI-AMS shall be primarily responsible for the planning and execution of the Integrated System Test and Performance Test. CGI-AMS shall also provide Software Testing Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the User Acceptance and Regression/Simulation Tests. CGI-AMS shall provide support by helping to research and track incidents reported by the County team and developing any software fixes required to resolve these incidents.

2.6.6 Integrated System Test (Project Plan Task 5.6.1)

Before the Integrated System Test is conducted, CGI-AMS shall review the County's stated business requirements and processes and define which requirements and processes require testing. The selected requirements and processes will become test conditions and will be grouped into test cycles. Test cycles are logical groups of test conditions. CGI-AMS shall develop test scripts to define steps, input data and expected output for all of the integrated system test conditions. Once the Integrated System Test environment is established, the test scripts will be executed. If the actual results do not match the expected results,

an incident will be identified, documented, and resolved. Incident resolution may require the development of software fixes and re-testing, as needed.

2.6.7 User Acceptance Test (Project Plan Task 5.6.2.2)

The goal of User Acceptance Test (UAT) is to allow the County's UAT team, a selected group of County end-users, to affirm that the AMS Advantage HRM application performs as specified per the functional designs. UAT also provides an opportunity for additional users to become familiar with the software prior to training and implementation. CGI-AMS shall provide User Acceptance Test Support as stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the UAT. CGI-AMS shall also provide support by helping to research and track incidents reported by the County team and developing any software fixes required to resolve these incidents.

2.6.8 Performance Test (Project Plan Task 5.6.3)

CGI-AMS is responsible for the planning and execution of the Performance Test. This test is intended to demonstrate the modules' readiness for supporting the County's transaction and user volumes as specified in Appendix H-6 (System Performance and Transaction Volumes). The test plan and scripts shall define the transaction volumes, test scenarios, and online and batch conditions to be addressed by the test. CGI-AMS shall resolve performance issues by working with County database administrators and technical staff to perform the system and database tuning necessary to support the County's stated requirements.

2.6.9 Simulation Test (Project Plan Task 5.6.4)

The goal of a Simulation Test is to allow the County to determine that the results of the Payroll Implementation are correct based on County policies, pay rates, deduction information, and rules set forth by Memorandums of Understanding. This test can be accomplished through either a true parallel payroll run or more of a structured simulation test. If a structured simulation test is used, a base set of employees and scenarios that cover all County exceptions must be successfully run in order for payroll to calculate correctly.

CGI-AMS shall provide Support for parallel payroll run or more of a structured simulation test for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the Regression Test. CGI-AMS shall also provide support by helping to resolve and track incidents reported by the County team and developing any software fixes required to resolve these incidents.

2.6.10 Preparation for Implementation (Project Plan Task 5.7)

Preparation for implementation entails the completion of the following tasks:

- Security & Workflow Set-up (Project Plan Task 5.7.2);
- Knowledge Transfer and Training (Project Plan Task 5.7.3);
- Documentation Development (Project Plan Task 5.7.4); and
- Transition Management (Project Plan Task 5.7.5).

2.6.11 Security and Workflow Set-up (Project Plan Task 5.7.2)

CGI-AMS shall provide Security and Workflow Set-up Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to set-up Security and Workflow.

2.6.12 Knowledge Transfer and Training (Project Plan Task 5.7.3)

CGI-AMS shall develop and execute the training plan via both a co-training and train-the-trainer approach for end-user training. In the co-training approach CGI-AMS shall jointly conduct training courses with County trainers as specified in SOW Section VI – Change Management. In the train-the-trainer approach, County trainers will conduct training courses after completing train-the-trainer courses conducted by CGI-AMS.

Throughout the project CGI-AMS shall promote knowledge transfer to County technical staff by providing Knowledge Transfer and Training Support as stated in the Project Plan for support and assistance during the County's development of data conversion, data cleansing, system interface, and report programs. The scope of this support shall be defined in the training strategy and presented to the County during technical training.

2.6.13 Documentation Development (Project Plan Task 5.7.4)

CGI-AMS shall apply the updates and/or prepare an addendum to the baseline AMS Advantage users and system documentation to reflect the modifications completed during the eCAPS Phase III – eHR Subproject 6. CGI-AMS shall provide the following documentation:

AMS Advantage User Documentation – updated version of the AMS Advantage application documentation. These updates shall be loaded to the online application such that field level and page level help and effort handling may reflect eCAPS Phase III – eHR Subproject 6 modifications; and

AMS Advantage Systems / Operations Documentation – updated version of the AMS Advantage application documentation. These updates shall include considerations for the County to create its operations documentation (e.g., potential impacts to the County's run books, call back lists, job dependencies, etc.).

2.6.14 Transition Management (Project Plan Task 5.7.5)

Transition management is comprised of tasks related to three key areas: Payroll procedures manual, County fiscal procedures, and change management.

CGI-AMS shall provide support in the development of a Payroll Procedures Manual (i.e., end users' data entry guide) that will serve as the basis for the County to develop its fiscal policies and procedures manual as well as the department-specific handbooks.

In the change management area, CGI-AMS shall prepare checklists for helping the County assess its readiness for the go-live date. One checklist shall focus on a review of the County's operational/technical readiness (e.g., printers installed, workstations configured, operations team identified and trained, etc.) and the other shall focus on a review of the County's implementation/end-user readiness (e.g., end users trained, department outreach activities completed, etc.).

2.6.15 Version Synchronization (Project Plan Task 5.8)

Version Synchronization is comprised of tasks related to upgrading the eCAPS Financial, Budget Prep, and Time Collection applications to the AMS Advantage 3.8 Release.

The tasks to be completed during this sub-stage are Software Testing and Production Cutover as detailed in the Appendix B-6 (Project Plan).

AMS Advantage architecture supports an extended availability option for eCAPS, whereby, eCAPS can be available to the users on extended period basis, e.g., 24x7 excluding scheduled downtime. The extended availability option is supported by AMS Advantage through key system features, such as, the process-based update prevention, asynchronous workflow processing, journal posting control, system assurance validation, and job restart functionality.

The implementation of the extended availability option for eCAPS may require increased hardware capacity to support the simultaneous processing of the batch and off-peak online operations, adequate procedures to mitigate risks for potential loss of work, and the configuration of the application to support the extended availability option for eCAPS.

Prior to implementing the extended availability option for eCAPS, CGI-AMS will assist the County in conducting an analysis to determine the number of users and the types of transactions to be processed in eCAPS during the simultaneous processing of the batch and off-peak online operations, the resulting increase in the hardware capacity to support the simultaneous processing, the logical points for interim database backups during the eCAPS nightly, weekly, monthly, and annual processing cycles, usage of available industry processes and tools, and the current eCAPS procedures. The results of the analysis and associated

recommendations will be documented and provided to the County for consideration and implementation of the extended availability option for eCAPS. The County will be responsible for procuring the additional hardware and utilities identified during the analysis, and the configuration and maintenance of the hardware and utilities to support the extended availability of eCAPS.

2.7 Create: Stage 3, AMS Advantage Core HR Implementation (Project Plan Task 6.0)

The County has decided to implement AMS Advantage Core HR which includes the AMS Advantage HRM Position Control, Personnel Administration, Benefits Administration, Time and Attendance, and Employee Self Service Modules in January of 2012 after implementation of Payroll. This Stage is organized into the following activities:

- Technical Environment Set-up;
- Reference Data Set-up;
- Software Construction;
- Software Testing;
- Policy & Procedure Development;
- Data Cleansing;
- Security & Workflow Analysis; and
- Preparation for Implementation.

2.7.1 Technical Environment Set-up (Project Plan Task 6.2)

In order to maintain the integrity of software upgrades for the Payroll Implementation, the following environments will be established for the Core HR implementation.

- System Test (Core HR);
- Acceptance Test (Core HR); and
- Mock Production.

Upon the County's establishment of the technical environments (e.g., installation and configuration of hardware and system software), CGI-AMS shall confirm that these environments are consistent with the specifications provided in the Technical Specifications Document. CGI-AMS shall work with the County to install and test the AMS Advantage application and third party software in these environments. CGI-AMS staff shall develop and test AMS Advantage configurations and customizations in the System Test, Acceptance Test, and Mock Production environment.

2.7.2 Reference Data Set-Up (Project Plan Task 6.5)

During the Envision phase, the reference data set-ups were identified and will be confirmed during this Create phase. Where applicable, these set-ups will allow the project team to tailor HR processing to support County-specific requirements instead of developing software modifications.

In the Core HR Implementation stage, CGI-AMS shall support County staff in applying these table set-ups and populating the reference and system tables as defined in the Fit-Gap Analysis Report.

2.7.3 Software Construction (Project Plan Task 6.6)

CGI-AMS technical staff shall be primarily responsible for the design, development, and unit testing of:

- Inbound System Interfaces (Project Plan Task 6.6.1.1, 6.6.1.2);
- Data Conversion processes (Project Plan Task 6.6.2);
- Data Warehouse (Project Plan Task 6.6.3); and
- 200 Reports (Project Plan Task 6.6.3.7).

CGI-AMS will also be primarily responsible for the development and unit testing of Outbound System Interfaces (Project Plan Task 6.6.1.3, 6.6.1.4).

CGI-AMS shall create a Detailed Design for each data conversion process, inbound system interface, and application customization. Each detailed design will provide the technical specifications and description of each software development effort, as well as drive into a lower level of detail that is required for programming. Depending upon the type of software being developed, the detailed design shall include as necessary: database input/output requirements, data mapping and transformation rules, and a unit test plan.

CGI-AMS shall provide Software Construction Support for the duration stated in the Project Plan to answer questions and support the County technical staff assigned to design and develop other software components as identified in the Project Plan (Appendix B-6).

CGI-AMS shall complete Data Warehouse and Reporting activities as described in Section V – Data Warehouse and Reporting. CGI-AMS will be responsible for analyzing three hundred and fifty (350) reports and designing and developing two hundred (200) reports identified by the County.

CGI-AMS staff shall use the development tools that are bundled with the AMS Advantage 3 application (e.g. AMS Advantage Design Studio, Pervasive Data Integrator (PDI), and Adobe forms) in order to help reduce the level of effort for

software construction, standardize work product quality, minimize future maintenance costs, and facilitate knowledge transfer from CGI-AMS to County technical staff.

In addition, CGI-AMS shall develop a Core HR Implementation Conversion Plan (Project Plan Task 6.6.2.1) in order to provide a unified structure and strategy for developing conversion processes.

2.7.4 Software Testing (Project Plan Task 6.7)

Software testing entails the planning and execution of tests to secure the County's acceptance of the AMS Advantage application as modified in accordance with the County-approved functional and detailed designs and other specifications. Software testing for this stage is comprised of (2) types of tests:

- Integrated System Test (Project Plan Task 6.7.1); and
- User Acceptance Test (Project Plan Task 6.7.2).

CGI-AMS shall provide Software Testing Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the User Acceptance Test. CGI-AMS shall provide support by helping to research and track incidents reported by the County team and developing any software fixes required to resolve these incidents.

Integrated System Test (Project Plan Task 6.7.1)

Before the Integrated System Test is conducted, CGI-AMS shall review the County's stated business requirements and processes and define which requirements and processes require testing. The selected requirements and processes will become test conditions and will be grouped into test cycles. Test cycles are logical groups of test conditions. CGI-AMS shall develop test scripts to define steps, input data and expected output for all of the integrated system test conditions. Once the Integrated System Test environment is established, the test scripts will be executed. If the actual results do not match the expected results, an incident will be identified, documented, and resolved. Incident resolution may require the development of software fixes and re-testing, as needed.

2.7.5 User Acceptance Test (Project Plan Task 6.7.2)

The goal of User Acceptance Test (UAT) is to allow the County's UAT team, a selected group of County end-users, to affirm that the AMS Advantage HRM application performs as specified per the functional designs. UAT also provides an opportunity for additional users to become familiar with the software prior to training and implementation. CGI-AMS shall provide User Acceptance Test Support as stated in the Project Plan to answer questions and provide support to the County team assigned to conduct the UAT. CGI-AMS shall also provide

support by helping to research and track incidents reported by the County team and developing any software fixes required to resolve these incidents.

2.7.6 Policy & Procedure Development (Project Plan Task 6.3)

CGI-AMS shall provide Support for the duration stated in the Project Plan to answer questions and provide support to County staff with this effort by providing AMS Advantage HRM functional knowledge.

2.7.7 Data Cleansing (Project Plan Task 6.4)

CGI-AMS shall develop a Core HR data cleansing plan which will identify for the County the activities required to execute the plan. CGI-AMS will then provide Support for the duration stated in the Project Plan to support the County's execution of the data cleansing plan by answering questions and providing AMS Advantage HRM functional knowledge.

2.7.8 Security and Workflow Analysis (Project Plan Task 6.8.1)

CGI-AMS shall provide Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to complete the development of a security plan to facilitate the County's completion of its security and workflow set-up.

2.7.9 Preparing for Implementation (Project Plan Task 6.8)

Preparation for implementation entails the completion of the following tasks:

- Security and Workflow Set-up (Project Plan Task 6.8.3);
- Knowledge Transfer & Training (Project Plan Task 6.8.4);
- Documentation Development (Project Plan Task 6.8.5); and
- Transition Management (Project Plan Task 6.8.6).

2.7.10 Security and Workflow Set-up (Project Plan Task 6.8.3)

CGI-AMS shall provide support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to set-up Security and Workflow.

2.7.11 Knowledge Transfer & Training (Project Plan Task 6.8.4)

In accordance with the training volumes specified in Appendix K-6 (Training Volumes), CGI-AMS shall develop and execute the training plan and develop Training material for the County's eHR users. CGI-AMS shall also execute the training plan via both a co-training and train-the-trainer approach for end-user training. In the co-training approach CGI-AMS shall jointly conduct training

courses with County trainers as specified in SOW Section VI – Change Management. In the train-the-trainer approach, County trainers will conduct training courses after completing train-the-trainer courses conducted by CGI-AMS.

2.7.12 Documentation Development (Project Plan Task 6.8.5)

CGI-AMS shall provide updated version of the AMS Advantage Users / Systems / Operations Documentation. These updates shall include considerations for the County to create its operations documentation (e.g., potential impacts to the County’s run books, call back lists, job dependencies, etc.).

2.7.13 Transition Management (Project Plan Task 6.8.6)

Transition management is comprised of tasks related to two key areas: Core HR Procedures Manual and Change Management.

CGI-AMS shall provide support for the duration stated in the Project Plan to support in the development of an HRM Procedures Manual (i.e., end users’ data entry guide) that will serve as the basis for County human resources processes. CGI-AMS shall also support the County in communicating these procedures by answering questions and providing functional knowledge.

2.8 Create Phase: Summary of CGI-AMS Deliverables

A summary list of the deliverables and interim work products to be produced by CGI-AMS during the Create phase is provided in Appendix A-6 (Deliverables Definition).

2.9 Achieve: Stage 1, AMS Advantage Talent Management Implementation (Project Plan Task 7.0)

The achieve phase for each implementation rollout will include the tasks listed here, unless otherwise noted.

2.9.1 Production Environment Set-up - Move Site into Production (Project Plan Task 7.1.2, 7.2.2, 7.3.2, 7.4.2)

This project phase involves the following activities:

- Technical set-up of the production environment;
- Migrate modifications to the Production Environment; and
- Verification of code in Production.

2.9.2 Production Cutover (Project Plan Task 7.1.3, 7.2.3, 7.3.3, 7.4.3)

Production cutover starts with the development of a Cutover Script. The script will address:

- Activation of County career websites;
- Data conversion testing / mock conversion procedures;
- Additional data cleansing as needed;
- Execute Production data conversion;
- Execute Production cutover;
- Delivery of necessary technical support for Production cutover; and
- Hand off operations to County staff.

2.9.3 Post Implementation Support (3 months for Rollout 1 and 1 month for each subsequent rollout) (Project Plan Task 7.1.4, 7.2.4, 7.3.4, 7.4.4)

Post-Implementation Support involves responding and adjusting to system refinements that naturally arise during after production.

2.10 Achieve: Stage 2, AMS Advantage Payroll Implementation (Project Plan Task 8.0)

The tasks to be completed during this Payroll Implementation sub-stage organized into the following sets of activities:

- Production Cutover (Project Plan Task 8.1); and
- Post Implementation Support (Project Plan Task 8.2).

CGI-AMS shall also provide Support for the duration stated in the Project Plan to answer questions and provide support to the County team assigned to participate in the cutover activities as identified in the Production Cutover Script.

2.10.1 Production Cutover (Project Plan Task 8.1)

CGI-AMS shall prepare a detailed Production Cutover Script. This script shall define the County and CGI-AMS roles/responsibilities and sequence/timing of tasks (e.g., automated conversion processes, manual conversion processes, conversion verification, software migration, online table updates, and batch processing) that are necessary to activate in the County's production environment.

CGI-AMS shall execute data conversion software and load converted legacy data to facilitate a mock conversion process (i.e., "dress rehearsal" of the final conversion). The mock conversion is intended to provide a projection of the final results from converting and loading legacy systems data into AMS Advantage format. CGI-AMS shall conduct the mock conversion process in accordance with the volumes, data sources, and schedule identified in the Data Conversion Plan

and use as input, data corrected and cleansed by the County. CGI-AMS shall present the mock conversion results to the County for review, verification, and approval.

CGI-AMS shall also provide Support for the duration stated in the Project Plan for the assistance and support outlined in the Production Cutover script to facilitate the completion of the final conversion process and other cutover activities. These activities include a full back-up of the County's production data by the County prior to the final conversion.

2.10.2 Post-Implementation Support (Project Plan Task 8.2)

CGI-AMS shall provide Support for the duration stated in the Project Plan for support services subsequent to the Payroll module go-live date. During this post-implementation support period, CGI-AMS shall provide services in the following areas:

- Production Operations Monitoring; and
- Production Incidents Resolution.

CGI-AMS shall work with County staff to monitor processing in the County's production environment. This task entails the review of system assurance reports, completion of any software upgrades, and system and database tuning assistance.

2.10.3 Production Incidents Resolution

CGI-AMS shall work with the County to resolve incidents reported by its end-user community and operations staff. Onsite CGI-AMS staff will coordinate incident resolution activities with its corporate Customer Support staff located in Fairfax, VA as needed. CGI-AMS shall also assist County staff in the set-up and of the help desk and help the County team transition into their roles and responsibilities for on-going support.

2.11 Achieve: Stage 3, AMS Advantage Core HR Implementation (Project Plan Task 9.0)

The tasks to be completed during this sub-phase organized into the following sets of activities:

- Production Cutover (Project Plan Task 9.2); and
- Post Implementation Support (Project Plan Task 9.3).

CGI-AMS shall also provide Support for Production Cutover the duration stated in the Project Plan to answer questions and provide support to the County team assigned to participate in the cutover activities as identified in the Production Cutover Script.

2.11.1 Production Cutover (Project Plan Task 9.2)

CGI-AMS shall prepare a detailed Production Cutover Script. This script shall define the County and CGI-AMS roles/responsibilities and sequence/timing of tasks (e.g., automated conversion processes, manual conversion processes, conversion verification, software migration, online table updates, and batch processing) that are necessary to activate in the County's production environment.

CGI-AMS shall execute data conversion software and load converted legacy data to facilitate a mock conversion process (i.e., "dress rehearsal" of the final conversion). The mock conversion is intended to provide a projection of the final results from converting and loading legacy systems data into AMS Advantage format. CGI-AMS shall conduct the mock conversion process in accordance with the volumes, data sources, and schedule identified in the Data Conversion Plan and use as input, data corrected and cleansed by the County. CGI-AMS shall present the mock conversion results to the County for review, verification, and approval.

CGI-AMS shall also provide Support for the duration stated in the Project Plan for the assistance and support outlined in the Production Cutover script to facilitate the completion of the final conversion process and other cutover activities. These activities include a full back-up of the County's production data by the County prior to the final conversion.

2.11.2 Post-Implementation Support (Project Plan Task 9.3)

CGI-AMS shall provide Support for the duration stated in the Project Plan for support services subsequent to the Core HR go-live date. During this post-implementation support period, CGI-AMS shall provide services in the following areas:

- Production Operations Monitoring;
- Production Incidents Resolution; and
- Post-Implementation Training.

CGI-AMS shall work with County staff to monitor processing in the County's production environment. This task entails the review of system assurance reports, completion of any software upgrades, and system and database tuning assistance.

2.11.3 Production Incidents Resolution

CGI-AMS shall work with the County to resolve incidents reported by its end-user community and operations staff. Onsite CGI-AMS staff will coordinate incident resolution activities with its corporate Customer Support staff located in Fairfax,

VA as needed. CGI-AMS shall also assist County staff in the set-up and of the help desk and help the County team transition into their roles and responsibilities for on-going support.

2.12 Achieve Phase: Summary of CGI-AMS Deliverables

A summary list of the deliverables and interim work products to be produced by CGI-AMS during the Achieve phase is provided in Appendix A-6 (Deliverables Definition).

Section II – Project Management

This section describes the project management activities and Deliverables necessary to:

- Provide project direction and oversight to Subproject 6;
- Establish an approach to communicating the status of Subproject 6 activities and deliverables;
- Establish the staffing requirements and staffing projections for the development of software modifications of the human resource modules for AMS Advantage 3.8 and implementation services; and
- Update the eCAPS Phase III Project Office.

1. Project Management

CGI-AMS shall provide project management and oversight to the CGI-AMS staff on the Project Team in accordance with the tasks identified in this SOW section and Appendix M-6 (Subproject Assumptions).

The purpose of these activities is to establish the protocols for managing the eCAPS Phase III - eHR Subproject 6, organize the project team, review project members' roles and responsibilities, and establish the project site. CGI-AMS shall have responsibility for its staff and complete project management-related tasks, with County review and approval, including:

- Establish protocols for project management and change control;
- Confirm key staff members and their roles and responsibilities;
- Establish project management standards and tools;
- Develop the key planning documents for the project;
- Developing a strategy to communicate the project approach;
- Plan & prepare kickoff meeting materials; and
- Conduct kickoff meetings.

1.1 Project Team Operations (Project Plan Task 1.2)

The on-going project management services to be provided by CGI-AMS shall encompass:

- Assigning and coordinating CGI-AMS team resources and deliverables;
- Coordinating with Third Party Software providers associated with the CGI-AMS solution;

- Tracking CGI-AMS team resources;
- Tracking CGI-AMS task and deliverable budgets;
- Reporting on CGI-AMS resources, deliverables and budgets, including the development of a minimum of bi-weekly status reports ,a monthly status report and presentations to the project advisory committee;
- Identifying, tracking, and helping to resolve project issues;
- Providing review and guidance to the CGI-AMS team in addressing tasks/deliverables; and
- Coordinating project deliverables among all CGI-AMS resources.

1.2 Change Control Strategy (Project Plan Task 1.1.3)

CGI-AMS, with the County’s review and approval, shall establish a Change Control Strategy. This strategy shall be included in the Project Control Document (PCD) as described in SOW Section I – Implementation Methodology. The purpose of the Change Control Strategy is to define the specific policies and procedures that will control the priorities and approvals of:

- Required modifications to the software;
- Changes due to legal or Federal, State and Board of Supervisor mandates;
- Departmental requests for changes; and
- Project Team request for changes.

The County desires to minimize any modifications to the AMS Advantage application software which will have an adverse impact on the County’s ability to maintain the application in a cost effective manner. As such, any request for changes must follow the established Change Control Process which explores alternatives for utilizing the software application in its delivered state, configuring the software in a way that does not impact the County’s ability to upgrade or maintain the software and possible changes to departmental business procedures.

The Change Control Strategy shall include at a minimum:

- Procedures for determining the best alternative to address the proposed change;
- Determining the impact of the proposed change on Phase I and Phase II functionality;
- Approval process of the recommended approach and alternative;
- Priority setting of requests;
- CGI-AMS procedures for analysis of costs (including costs for analysis), workload, impact on County departments and timeframe needed to implement requested change;

- Flow chart of Change Control process, including decision tree; and
- Recommended solution to track and monitor changes.

1.3 Status Reports (Project Plan Task 1.2.3)

CGI-AMS shall submit a minimum of bi-weekly status reports and a monthly status report to County management that include:

- Project status against the project timetable;
- Status of deliverables, including monitoring reports defined by the project management team;
- Project Issues;
- Review of the Project Plans (as necessary); and
- Other significant issues that impact project stakeholders (e.g., departments).

It is expected that the County and CGI-AMS Project Managers and designated team leads will have at least bi-weekly project meetings, more frequently as determined by the project management team, and bring staff, as necessary, to present and discuss project progress, issues, and risks.

The CGI-AMS monthly status report to County management will be used for briefing the project advisory committee. The CGI-AMS Project Manager will attend project advisory meetings and provide a briefing on project matters to the County. CGI-AMS shall assist County staff in the presentation of other briefings that may be requested by the County in order to inform the Board of Supervisors, departments or other committees on project status and issues for their consideration.

1.4 Project Organizational Chart (Project Plan Task 1.1.1)

The purpose of this activity is to establish the protocols for managing the eCAPS Phase III - eHR Subproject 6, organize the project team, and review key project members' roles and responsibilities. Project organization responsibilities will be divided between the County and CGI-AMS with each having prime responsibility for their respective staffs.

2. Planning

Developing clear plans that allocate resources, define deliverables, and provide a comprehensive view of all components of Subproject 6 will be critical for the successful implementation of eCAPS Phase III - eHR Subproject 6. The project necessitates a well-defined roadmap of the project activities and the impact they will have on the County departments. CGI-AMS shall develop the detailed plan as part of the PCD (Project Plan Task 1.1) within the first two months of the project and update the plan as necessary during the project detailing tasks and activities for both CGI-AMS and

County. Final allocation of resources will be determined by the respective party responsible for the successful completion of the tasks and activities.

3. Project Site

At County designated project site(s), CGI-AMS shall be responsible for:

- Assisting County staff in confirming that their set-up of the technical environments is consistent with the Technical Specifications Document (Project Plan Task 4.2, 5.2, 6.2);
- Installing the AMS Advantage application and third party software and assisting County staff in its confirmation that these components are properly installed in the project environments (Project Plan Task 4.2, 5.2, 6.2).
- Making the project management tools/templates adopted by CGI-AMS and the County available on the project team network (Project Plan Task 1.1.2); and
- Providing and installing training software/ equipment necessary for training County Project Team members (Project Plan Task 4.1.7, 5.4).

4. Communications

The eCAPS Phase III - eHR Subproject 6 is a countywide initiative that requires the complete support and understanding of all County departments. A key component to soliciting this type of support is the development of a communication approach for facilitating open and timely communication. This helps County department management and end users:

- Be aware of the project approach, schedule, and status;
- Have access to up-to-date training and procedural materials;
- Provide feedback and input to the Project Team; and
- Be aware of the potential impact on their respective departments.

4.1 Communication Strategy

CGI-AMS shall update the eCAPS strategy document for communicating the activities of the project team both among members and to outside parties (management, departments, committees, vendors, etc.). The strategy for eHR shall compliment the eCAPS strategy developed for Phase I and Phase II activities and utilize the eCAPS Project website as the main tool for communication of project information to county departments. This strategy shall be included in the PCD as described in Section I – Implementation Methodology (Project Plan Task 1.1.4). The purpose of the Communication Strategy is to establish protocols for project team communication among all project stakeholders, including the liaisons identified by the County to facilitate communication to the County departments.

CGI-AMS shall produce its assigned materials, as identified in the Communication Strategy. CGI-AMS communication materials may include:

- Updates to the County-maintained project website;
- Project status reports to County project management;
- Input to the Project website;
- Assistance in developing and participation in executive presentations; and
- Assistance in developing and participation in departmental briefings.

4.2 Kick-off Meetings / Periodic Briefings

CGI-AMS shall plan and conduct a kick-off meeting for project team members and assist the County in conducting informational meetings for departments (Project Plan Task 5.1). The informational meetings will primarily consist of an eCAPS Phase III - eHR Subproject 6 overview presentation. The County may re-use the CGI-AMS kick-off meeting materials for these informational meetings.

4.3 Website

The County will establish and maintain with CGI-AMS input and assistance a website as part of the Communication Plan. This website will be used to:

- Maintain project materials on the Subproject 6;
- Communicate the status of the Subproject 6;
- Provide a vehicle for communicating with County departments (e.g., feedback, Q&A, FAQs, etc.); and
- Distribute Subproject 6 materials.

The County will be responsible for maintaining the website and CGI-AMS shall assist in developing materials for placement on the site and completing its assigned tasks as identified in the Communication Plan.

5. Staffing - Key and Support Personnel & Responsibilities

This section identifies the roles and responsibilities of key and support team members of the eCAPS Phase III - eHR Subproject 6 (Project Plan Task 1.1.1). These roles and responsibilities may be modified at any time during Subproject 6 through mutual agreement between the County and CGI-AMS.

Key personnel will be, unless identified as otherwise, dedicated full-time to the Subproject 6 during the specific times indicated by the Project Plan. These staff members will be assigned to the Subproject 6 in accordance with the terms and conditions specified in the Services and License Agreement (SLA).

The CGI-AMS team members shall be proficient with the AMS Advantage product. CGI-AMS shall provide the County with a suggested list of qualifications to assist the County in identifying qualified, skilled resources for the County’s project team.

CGI-AMS shall provide the following Key Staff to the Subproject 6:

Title	Name
1. Project Director / Engagement Manager	Timothy Popoli
2. Project Manager for eHR	TBD

Any changes to the Key Staff identified shall follow the procedures identified in the SLA. Assumptions as to the County’s staffing for the Subproject 6 are provided in Appendix M-6 (Subproject Assumptions).

In addition to the Key Staff identified, CGI-AMS may provide a Deputy Project Manager(s) for the Subproject 6, as needed.

5.1 Project Management

5.1.1 CGI-AMS Project Manager

The CGI-AMS Project Manager shall:

- Direct responsibility for and supervise the overall performance of the eCAPS Phase III - eHR Subproject 6 in conjunction with the County Project Manager;
- Serve as principle liaison with the County and the County’s Project Manager;
- Participate in program strategic planning, coordination and release management;
- Compile and assist in the resolution of project issues;
- Acquire CGI-AMS resources;
- Manage scope;
- Coordinate CGI-AMS resources, activities and project teams;
- Coordinate submission of all Work Product and Milestone Deliverables required for acceptance and approval by the County; and
- Develop bi-weekly and monthly progress reports to County Management and participate in status meetings and project advisory committee briefings (Project Plan Task 1.2.3).

5.2 Functional Teams

5.2.1 CGI-AMS Functional Team Leads

The responsibilities of the CGI-AMS Functional Team Leads shall be to:

- Conduct the Design Sessions;
- Provide product expertise on specific issues;
- Provide bi-weekly status reports to project management on team's activities;
- Oversee the quality of functional deliverables;
- Participate in the production of functional project deliverables on reporting, security, chart of accounts, etc.;
- Assist individual designers/developers with resolving functional issues;
- Review all functional designs for quality and consistency;
- Assist with the formulation and execution of the integrated system test plan;
- Support teams in identifying and resolving incidents identified during testing;
- Design and develop the training plan and materials; and
- Conduct training courses.

5.2.2 CGI-AMS Functional Team Members

The functional CGI-AMS team members shall perform the following tasks under the direction of the CGI-AMS Project Manager and Functional Team Leads:

- Prepare for and execute Design Sessions;
- Design/refine "To-Be" business processes;
- Identify potential software configurations, customizations, and business process changes during the Fit-Gap Analysis;
- Assist with table-driven application set-ups;
- Identify and resolve functional issues;
- Create functional designs and system test software modifications and reports;
- Provide assistance to the County in the functional design and acceptance testing of conversion programs and interfaces;
- Develop integrated system test approach and assist in developing test scripts;

- Develop/provide functional deliverables templates and standards, where applicable;
- Design and develop training materials; and
- Conduct training courses.

5.3 Technical Resources

5.3.1 CGI-AMS Technical Team Lead

The responsibilities of the CGI-AMS Technical Team Lead shall be to:

- Track software construction work and progress to-date;
- Coordinate CGI-AMS technical resources;
- Forecast and manage work requirements for software development and testing;
- Forecast resource requirements for software development and testing;
- Provide expertise in the creation and support of project development environments;
- Provide guidance to the technical project team in the design and development of the technical architecture and production environment;
- Participate in release planning and management;
- Track and facilitate resolution of software construction and technical issues;
- Lead management review and approval process for software construction deliverables;
- Determine overall conversion and interface architecture strategy; and
- Coordinate software incident resolution activities with CGI-AMS Customer Support staff.

5.3.2 CGI-AMS Technical Team Members

The CGI-AMS Technical Team shall perform the following tasks under the direction of the CGI-AMS Project Manager and Technical Lead:

- Technical architecture support;
- System administration support;
- Reporting architecture definition; and
- Performance test scripting.

A more detailed listing of these activities is provided below:

- Design, develop, and test software configurations, customizations, and new system processes (e. g., interfaces, conversion programs, etc.);
- Apply patches and fixes to AMS Advantage software;
- Manage and configure the AMS Advantage software during the Subproject 6 in accordance with the eCAPS Phase III - eHR Subproject 6 Project Plan;
- Monitor system logs during software development and assist in troubleshooting;
- Work closely with the end-user security authorization administrator(s) during development and implementation of end-user security objects;
- Identify software rollout requirements;
- Build and execute software installation scripts; and
- Confirm consistency of security approach across clients and systems and resolve any security related issues.

5.4 Change Management

5.4.1 CGI-AMS Change Management Team Members

The responsibilities of the CGI-AMS staff assigned to change management activities shall be to:

- Track change and transition management work and progress to-date on a monthly basis;
- Coordinate work assigned to CGI-AMS change management team resources;
- Forecast and manage work requirements for change management tasks on a monthly basis;
- Assist the County change management lead in coordinating communication with Project Plan;
- Assist the County change management lead in facilitating departmental readiness for the new system in accordance with the eCAPS Phase III - eHR Subproject 6 Project Plan;
- Track change management-related issues and initiate issue resolution on a weekly basis; and
- Lead management review and approval process of change management deliverables, as needed.

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Section III – Software Application

1. Software Description

CGI-AMS will provide the AMS Advantage HRM 3.8 modules and additional Third Party Software to the County as identified in the Exhibit H-6 (License Provisions).

It is the County's intent to implement the following AMS Advantage HRM modules (version 3.8) under this SOW in three (3) separate, integrated Stages of implementation on the expected go-live dates indicated for each Stage:

Stage	Module	Expected Go-Live Date
1	AMS Advantage Talent Management (version 9.0)	Rollout #1: April 2008 Rollout #2: July 2008 Rollout #3: October 2008 Rollout #4: December 2008
2	AMS Advantage Payroll (version 3.8) AMS Advantage Payroll Accounting Management (version 3.8)	January 2010
3	AMS Advantage Core HR, which includes (version 3.8): Personnel Administration Benefits Administration Position Control Time & Attendance Employee Self Service	January 2012

The actual go-live dates will be dictated by the mutually agreed upon Project Plan.

2. AMS Advantage Software Implemented

This section presents a high-level summary of the functionality provided by the baseline AMS Advantage HRM application modules version 3.8 to be installed by CGI-AMS under the eCAPS Phase III – eHR Subproject 6. The actual functionality to be implemented shall be fully in accordance with the Business Requirements identified in Appendix J-6 (Configurations and Customizations) and the design decisions that were made by the County during the Design / Prototyping Sessions and Fit-Gap Analysis activities of the eCAPS Phase II - HRM Design Subproject 3.

The AMS Advantage HRM version 3.6 application shall be supplied and installed by CGI-AMS. The software installation shall be accompanied by the installation or delivery of all available documentation for the installed modules. During this Subproject 6, CGI-

AMS will be constructing AMS Advantage HRM version 3.8 including the design decisions made for the County and identified in Appendix J-6 (Configurations and Customizations). As iterations of version 3.8 are available, these updates will be applied and installed by CGI-AMS.

Based on feedback and input from the County, CGI-AMS shall perform tasks to install the Software and review the County's set-up of the project technical environments, including but not limited to the following:

- Install and test the AMS Advantage HRM application and third party tools in the project technical environments (Project Plan Task 4.2.1, 5.2.1, and 6.2.1);
- Confirm and update transaction volumes, as required; and
- Confirm and update Technical Specifications Document, as required.

Environments to be installed for the Subproject 6 are identified in Section I – Implementation Methodology.

CGI-AMS shall complete the installation and testing activities to allow the installed AMS Advantage HRM application to be accessed and executed by County and CGI-AMS staff for the purposes of:

- Conducting technical training (Project Plan Task 5.4);
- Completing configurations, software development, and software testing;
- Completing system administration and end user training (Project Plan Tasks 5.7.3, 6.8.4); and
- Completing production cutover activities (Project Plan Tasks 5.8.4, 7.1.3, 7.2.3, 7.3.3, 7.4.3, 8.1, and 9.2).

The installation and testing process for each environment shall include the CGI-AMS delivery of a written certification (verification memorandum) that the AMS Advantage HRM application can be accessed in the environment and the environment can be used for its stated purpose (e.g., the software installation in the testing environment is complete after a test script has been conducted using the environment). Information regarding the hosted AMS Advantage Talent Management module is included in Exhibit H (License Provisions).

3. Third Party Products - To Be Provided by CGI-AMS

In addition, required Third Party Software products are added to the standard CGI-AMS software license as indicated in Amendment Number Two (Exhibit H-6 - License Provisions) and are provided together with applicable hosting services terms and conditions.

CGI-AMS shall complete the installation and installation testing activities to allow the installed Third Party Software to be accessed and executed by County and CGI-AMS staff for the purposes of:

- Conducting technical training (Project Plan Task 5.4);
- Completing configurations, software development, and software testing;
- Completing system administration and end user training (Project Plan Tasks 5.7.3, 6.8.4); and
- Completing production cutover activities (Project Plan Tasks 5.8.4, 7.1.3, 7.2.3, 7.3.3, 7.4.3, 8.1, and 9.2).

The installation and installation testing process for each environment shall include the CGI-AMS delivery of a written certification (verification memorandum) that the third party software can be accessed in the environment and the environment can be used for its stated purpose (e.g., the software installation in the testing environment is complete after a test script has been conducted using the environment).

4. End User Training Tool

CGI-AMS shall provide AMS Advantage HRM application training materials to support the end user training, subject matter expert orientations, product training, and technical training volumes identified in Appendix K-6 (Training Volumes). The Project Plan assumes utilization of the AMS Advantage HRM application training materials (as customized per the Training Plan) and standard training methodologies as the basis for conducting training of the HRM modules implemented. For those modules and training topics where baseline materials are not available, CGI-AMS shall develop comparable materials that are subject to review and approval by the County (Project Plan Tasks 3.2.6, 3.3.6, 3.4.6, 5.7.3, and 6.8.5). Standard training materials and methodologies include: on-line independent study guides, on-line training courses, printed learning aids, alternative training mechanisms through coaching sessions, training tools, printed post-assessment tests, and Job Aids. Training process to be developed for the County are the following:

- Instructor lead training – Training done in a training facility given and support by onsite trainers;
- Live Webinars – Training delivered through web technology given and supported by live trainers;
- Recorded Webinars – Pre-recorded training delivered through web technology done at the trainee’s computer; and
- Computer Based Training (CBT) – Self paced training and knowledge assessment done through self-study at a trainee’s computer.

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Section IV – Business Requirements

1. Business Requirements

The County's business requirements were reviewed, analyzed and confirmed during the eCAPS Phase II HRM Design, Subproject 3 the AMS Advantage HRM application. An Implementation Analysis Document (IAD) was delivered to the County in June, 2006.

The IAD documents and outlines the decisions derived from performing the Functional Analysis, Prototyping Sessions, Fit-Gap Analysis and Implementation Analysis. The results from the Functional Analysis were included in the Requirement Traceability Matrix (RTM) provided to the County and outlines how the AMS Advantage HRM software suite:

- Meets the Fully Provided "Out-of-the Box" requirements;
- Will be configured with the CGI-AMS built-in toolset; or
- Supports the County's stated reporting requirements.

CGI-AMS has identified how the AMS Advantage HRM application can accommodate these business requirements and their response is included in the following Appendices:

- Appendix C-6 - Business Requirements – CGI-AMS's response to all of the County's stated business requirements; and
- Appendix J-6 - Configurations and Customizations – Business requirements CGI-AMS has identified as:
 - a) requiring configuration or customization using the Versata Design Studio toolset; or
 - b) the customization is being provided as part of the Version 3.8 software release.

Appendix J-6 (Configurations and Customizations) also includes the description of the software modifications included in version 3.8 that will be provided as either baseline software changes or County specific customizations.

Appendix F-6 (Reports) identifies the report requirements that will be addressed as part of the CGI-AMS designed reports under this Subproject 6. Appendix L-6 (Legacy Reports) identifies the reports that will be addressed as part of the AMS Talent Management implementation. Data Warehouse and reporting responsibilities are identified in SOW Section V.

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Section V – Data Warehouse and Reporting

Leveraging the Reporting Strategy developed during the eCAPS Phase II – HRM Design Subproject 3, CGI-AMS and the County will refine the approach, develop a detailed plan and establish standards for the eHR Data Warehouse and Reporting solution to support the County’s reporting requirements identified in Appendix F-6 (Reports). This section describes the components of the solution and the approaches for delivering each component. The Implementation Methodology in Section II above describes the methodology and activities required to support these approaches.

The County’s participation in the planning, design, development, testing, and implementation of the eHR Data Warehouse and Reporting solution is further clarified in Appendix M-6 (Subproject Assumptions).

1. Components of eHR Data Warehouse and Reporting Solution

There are many components to the eHR Data Warehouse and Reporting solution to be delivered as part of the complete eHR Subproject 6.

Subproject 6 Create: Payroll Implementation and Create: Core HR Implementation sub-stage will include the implementation of the AMS infoAdvantage Data Warehouse comprised of the following:

- AMS infoAdvantage HRM Data Warehouse Data Model;
- AMS infoAdvantage HRM Data Warehouse Database; and
- AMS infoAdvantage HRM Extract, Transform and Load (ETL) Software to load the Data Warehouse.

Subproject 6 Create: Payroll Implementation and Create: Core HR Implementation sub-stages will also include the implementation of the eHR Reporting solution comprised of the following:

- Cognos Business Intelligence (BI) Software;
- Cognos Framework Manager Model and Packages;
- Aggregate Tables and Extract, Transform and Load (ETL) Software (e.g., PDI, SQL, etc.) to load the Aggregate Tables (if required); and
- Reports.

Subproject 6 Create: AMS Advantage Talent Management Implementation sub-stage will include the implementation of AMS Advantage Talent Management Reporting. Because AMS Advantage Talent Management is a hosted solution with a separate supporting operational database, this Subproject 6 is expected to use the reporting tool provided as part of AMS Advantage Talent Management.

The AMS Advantage HRM application will be integrated with the Cognos reporting tool. This integration will only be at the single sign-on level and will not include any user interface integration. The end-users will be able to navigate to the Cognos reporting tool directly from a link in the AMS Advantage application. The access capabilities of the user within Cognos will be based on the roles that have been set up in the AMS Advantage application security tables. The replication process developed in eCAPS Phase I and updated for the eCAPS Phase II – Subproject 2 Time Collection will be leveraged and updated to reflect eHR requirements.

It is currently expected that the eHR Data Warehouse will be populated with the data generated by the eHR system and will not contain data generated by AMS Advantage Talent Management.

2. Approach

During the project and planning activity, CGI-AMS and the County will finalize the detailed reporting plan which will include staffing requirements and resources, and interdependencies and timelines for the completion of the various reporting components. This plan will synchronize with the availability of key system implementation components, such as HRM reference data set-up and application software design and software iterations for the County specific software customizations.

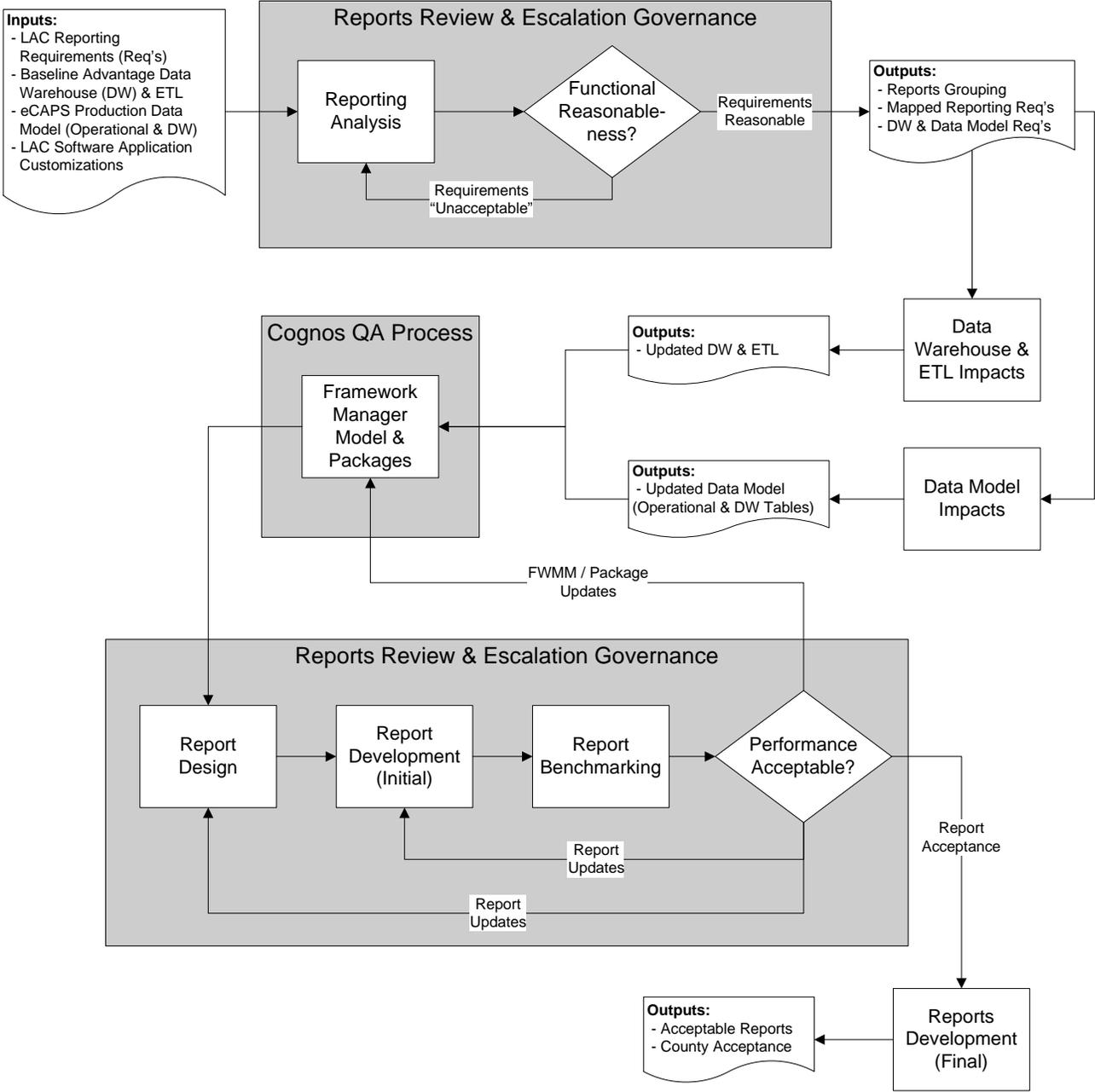
Multiple sets of standards will be used throughout the subproject, including:

- CGI-AMS will provide AMS infoAdvantage Data Warehouse standards which will include the format and processes for the software components and the usage of the third-party tools for the AMS infoAdvantage Data Warehouse; and
- County will provide Report Standards as guidelines for report delivery, report “look and feel,” and County-adopted best practices in report and framework manager model development.

CGI-AMS and the County will perform a detailed reports analysis, comparing the County’s reporting requirements to the baseline AMS infoAdvantage functionality. This establishes the framework for the design and development of the eHR Data Warehouse and Reporting Solution. CGI-AMS will be responsible for supporting the detailed analysis of up to 500 reports of mixed complexity (high, medium, low) to meet the requirements identified in Appendix F-6 (Reports). The County will be responsible for performing the detailed analysis of the remaining reports.

The proposed approach to be utilized for eCAPS Phase III – eHR Subproject 6 Reports Development utilizing AMS Advantage and the Cognos reporting tool is depicted below. This process will be further refined during the project planning activity at the beginning of eCAPS Phase III – eHR Subproject 6.

**LA County eCAPS Phase III Reports Development Process (Proposed)
AMS Advantage & Cognos Reporting Tool**



A key component of this proposed approach is the concept of a “Reports Review and Escalation Governance” process depicted below. This governance process will be further refined during the project planning activity at the beginning of Subproject 6.

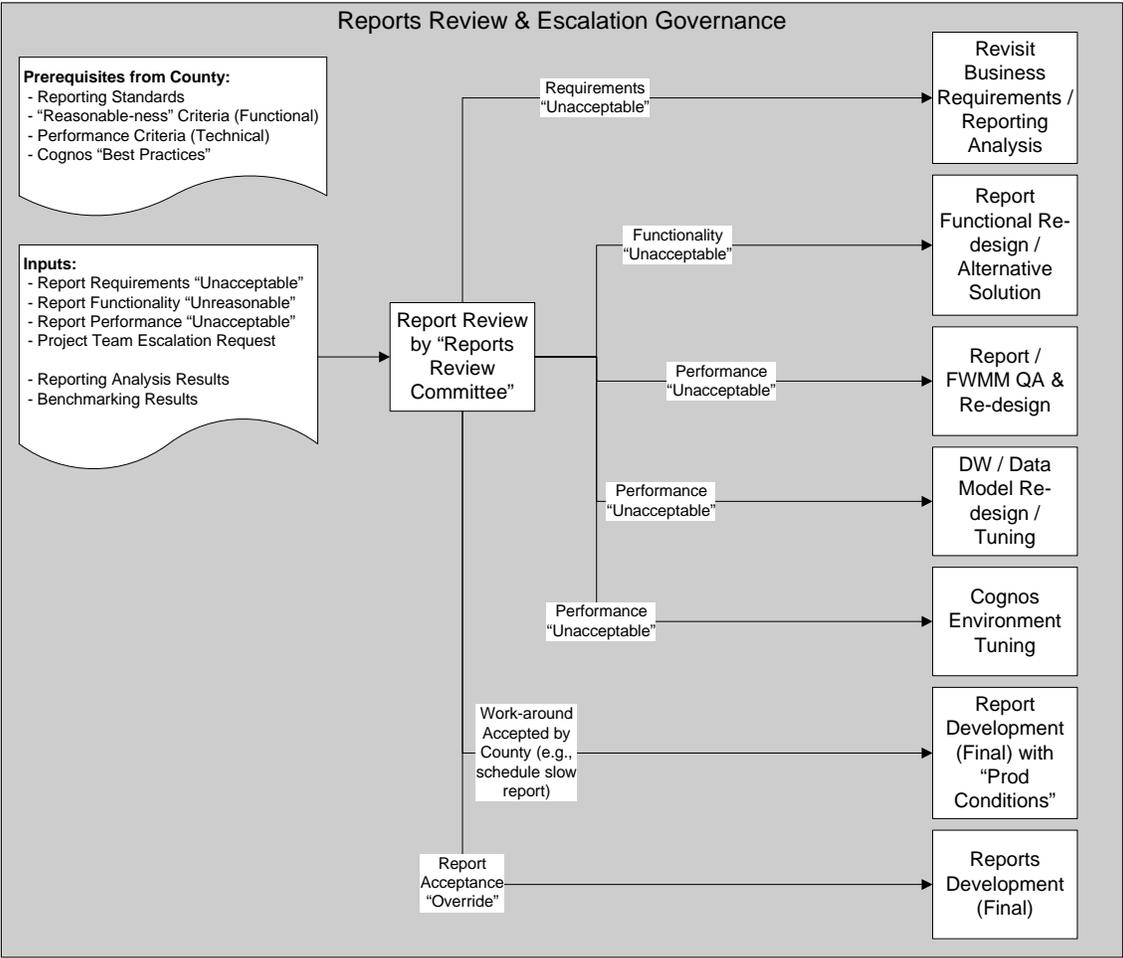
The eCAPS Phase III Project Management Team will establish a “**Reports Review and Escalation Governance**” process and a broadly represented Reports Review Committee. This proposed process is depicted here to be refined during Phase III.

The primary goals of this governance process will be to ensure that:

- 1) Cognos reports meet the County’s business reporting requirements
- 2) Cognos reports perform within established boundaries
- 3) Alternative solutions are considered for meeting business reporting requirements (e.g., extracts vs. 10,000 page report)
- 4) Departmental business users do not ask for reports that can not meet objectives #1 & #2 above
- 5) Project team members have a vehicle for escalation when County objectives #1 & #2 above cannot be met
- 6) Decision making and/or “tie breaker” decisions are made at the appropriate level with the appropriate expertise

The **Reports Review Committee** should minimally be represented by the following departments and organizations:

- eCAPS Project Management
- LAC CIO IV&V
- LAC A-C Systems
- LAC Department / Functional Management
- ISD Cognos & Technical
- CGI-AMS Project Management
- Cognos (Optional: at County request and expense)



2.1 AMS infoAdvantage Data Warehouse Data Model

The report analysis will be conducted against this baseline AMS infoAdvantage release 3.8 HRM Data Model for the implementation of the HRM Data Warehouse. CGI-AMS will design and develop necessary changes to the baseline AMS infoAdvantage Data Model to support the County's software customizations and unique County requirements. This updated Data Model will become the basis for delivering the remainder of the reporting components.

These activities are limited to the HRM Data Warehouse Data Model and do not include the HRM Operational Database Data Model or the Financial Operational Database Data Model.

2.2 AMS infoAdvantage Data Warehouse Database

Upon finalization of the HRM Data Model, CGI-AMS will design and develop the Logical and Physical databases for the HRM Data Warehouse.

2.3 AMS infoAdvantage ETL Software

CGI-AMS will create the design for the new ETL software and develop the modifications to the baseline AMS infoAdvantage ETL software to support the reporting requirements of up to 500 reports of mixed complexity (high, medium, low) identified in Appendix F-6 (Reports).

CGI-AMS will review the designs with the County prior to commencing the development and testing of the ETL software.

2.4 Cognos Business Intelligence (BI) Software

The County will be responsible for installing, configuring, and administering the Cognos Business Intelligence software in all environments.

2.5 Cognos Framework Manager Model and Packages

CGI-AMS will design and develop the Cognos Framework Manager Model (FWMM) and the Cognos Packages for supporting the reporting requirements of up to 500 reports of mixed complexity (high, medium, low) identified in Appendix F-6 (Reports). CGI-AMS will develop one (1) master FWMM for the eHR project and up to five (5) packages to support the modules within HRM. Additionally, CGI-AMS will develop any aggregate tables within the FWMM required to support the reports identified for development by CGI-AMS.

The Cognos FWMM and Packages will provide the framework for development and execution of the pre-defined Cognos reports. CGI-AMS has not planned for the development of Cognos Cubes to support ad-hoc reporting or management analysis.

These activities are limited to the HRM Data Warehouse Data Model and do not include the HRM Operational Database Data Model or the AMS Advantage Talent Management Data Model.

2.6 Reports

CGI-AMS will be responsible for the design and development of up to 300 reports of mixed complexity (high, medium, low) identified in Appendix F-6 (Reports). These reports may be delivered through Cognos reports, Java reports, inquiry screens or data extract files. CGI-AMS and the County will review the list of reports to assign complexities and prioritize their delivery timeframe and delivery method.

CGI-AMS will develop the functional designs for the reports and review the report designs with the County. Upon receiving feedback from the County, CGI-AMS will complete the software development and testing of the assigned reports.

3. AMS Advantage Talent Management Reporting

AMS Advantage Talent Management's Standard Reports Module uses Microsoft Reporting Services to help accurately report on talent relationships. AMS Advantage Talent Management provides a diverse collection of reporting services to meet a wide variety of client reporting and analytical needs.

AMS Advantage Talent Management provides 30 standard reports covering key metrics, including Time to Fill and Cost per Hire, as well as operational details such as system usage, requisition aging, candidate source, and applicant workflow. Standard reports have a variety of configurable filtering and sorting options to meet individual user reporting needs. Reports may be generated in six different output formats: .pdf (Acrobat), .xls (Excel), .tif (image file), .html (Office web), .xml (Extensible markup language), and .csv (tab delimited).

In addition to the 30 standard reports described in the immediately preceding paragraph, CGI-AMS will be responsible for the design and development of up to 19 reports of mixed complexity (high, medium, low) as identified in Appendix L-6 (Legacy Reports) by leveraging the Standard reports or creating new reports.

CGI-AMS will establish security and access standards by user types, roles.

CGI-AMS will Support the County's testing of reports and security set-up.

CGI-AMS will train identified County staff on the use of the AMS Advantage Talent Management reporting solution which can be used by the County to design and develop customized AMS Advantage Talent Management reports.

CGI-AMS, upon completion of the County's User Acceptance Testing, will transfer the Staging reports configuration into Production.

4. Interim County Data Warehouse Solution

Parallel to the Create phases of the eCAPS Phase III – eHR Subproject 6, the County will be developing an interim data warehouse solution based on release 3.7 of the AMS infoAdvantage Data Warehouse by mapping current CWTAPPS and CWPAY data. The goals of this initiative are to:

- Provide a mechanism for capturing and building historical data in a format that could be more easily converted to the eHR Data Warehouse;
- Allow end-users time for transitioning from legacy reports to the new Cognos reporting environment; and
- Get a jump-start on reports analysis and look at alternative ways to deliver legacy-style reports.

CGI-AMS will support the County by assisting with AMS Advantage HRM data mapping and providing AMS Advantage HRM functional knowledge. The level of support will be limited to one (1) FTE for the duration of the activity stated in the project plan.

The County will be responsible for conversion of data from the interim data warehouse solution to the final eHR Data Warehouse. The County will be responsible for updating FWMMs and packages and reports to point to the final eHR Data Warehouse Data Model.

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Section VI – Technical

1. eCAPS Technical Architecture

Appendix I-6 (Subproject Architecture and Schematic) provides an estimate of processing capacity requirements for eCAPS Phase III – eHR Subproject 6 and depicts the technical architecture as recommended by CGI-AMS to achieve those processing capacity requirements. This architecture was developed based on a set of assumptions and technical requirements provided by CGI-AMS and the County.

CGI-AMS shall prepare a Technical Specifications Document to describe the recommended technical architecture for the eHR and the testing / verification approach for securing the County's Conditional Acceptance that is viable for production operations.

Prior to the County's acceptance test process, CGI-AMS shall conduct the installation tests to confirm connectivity and functionality within each project environment as described in SOW Section III – Software Application.

AMS Advantage Talent Management is a hosted solution and will be operated in production in accordance with the Hosting Terms attached to and made a part of Exhibit H. The Hosting Services Security Methods and Procedures also included in Exhibit H describe the security measures that apply to the provision of the hosting services and the data transmitted, received and stored by the hosting site. The terms of the Hosting Services and Security Methods and Procedures may only be modified with the written consent of both CGI-AMS and the County.

1.1 Performance

When CGI-AMS has completed installation and configuration of the AMS Advantage software, CGI-AMS shall verify the technical architecture as ready and capable of supporting eHR.

1.2 Environments

Part of the set-up of the architecture will be the configuration of eight separate environments. At this time, the environments have been designated as:

- Baseline;
- Development / Unit Test;
- System Test;
- User Acceptance Test / Practice;
- Conversion;

- Training;
- Production; and
- Cognos (Reporting).

Where applicable (as stated in the Technical Specifications Document), each environment may be a clone of the production environment with the exception of the data stored in the application databases which shall be limited to support the purpose of the environment. Each must be fully functional and able to stand alone without any reliance on another environment. Each environment shall be capable of standing alone without sharing components of another environment.

CGI-AMS shall provide the design and specifications for each of these environments in the Technical Specifications Document.

1.3 Communication Protocols

CGI-AMS shall document the communication software/protocols that eCAPS Phase III – eHR will use in the Technical Specifications Document. CGI-AMS shall also document the ports that will be required to support the protocols used by the system. This document shall be presented to the County for their staffs use in implementing the necessary hardware and configuration necessary to support the communication requirements of the system.

2. Workstation Specifications

CGI-AMS has informed the County that its AMS Advantage suite uses an architecture without traditional client software installed on the end user workstations to support end user functions. An AMS Advantage compatible Web browser is required to support end user functions. Other than the compatible Web browser, there are no executables on the client-side to use the AMS Advantage client, except for those required for certain configuration and system administration functions. Thus, the client can be an Internet device that can use a Web browser supported by AMS Advantage that uses standard Internet technologies such as HTTP, HyperText Markup Language (HTML) 4.0 and higher, Cascading Style Sheets (CSS) level 1 and JavaScript 1.1 and higher to communicate with the AMS Advantage Application. Currently, AMS Advantage supports Microsoft Internet Explorer 6.0 and higher. Other browser and platforms may be compatible, if the required browser standards are supported. However, CGI-AMS has not certified tested other operating system (OS) platforms and other web browsers and can not provide customer support services for platforms other than those that are certified. The Internet client device accessing the Internet architecture already has the software and configuration it needs, assuming that it is installed and configured with the AMS Advantage supported Web browser. No additional software (e.g. Java applets, Windows DLLs, or browser plug-ins), except for configuration and system administration functions and certain advanced end user features related to the Cognos business

intelligence toolsets, must be installed on the client workstations for interaction with AMS Advantage applications.

2.1 Memory

Memory requirements will fluctuate, depending upon the Windows operating system type, the number of other applications running concurrently (e.g., word processing application, virus checker, etc.). Additionally, memory requirements will be directly dependent upon the requirements defined by the Web browser vendor. For illustration purposes, the following memory requirements were taken from the Microsoft Website for Internet Explorer Web browser:

System Requirements for Internet Explorer

Posted: September 09, 2002

The recommended system configuration to use Internet Explorer 6 Service Pack 1 (SP1) is Microsoft Windows® 2000, Windows Millennium Edition (Windows Me), or Windows NT® on a computer running with a Pentium III processor and 128 megabytes (MB) of RAM.

The minimum requirements needed to run Internet Explorer 6 SP1 are listed below. Additional system requirements are not required when running Windows XP. Some components may require additional system resources not outlined below.

Minimum Requirements	
Computer/Processor	Computer with a 486/66-MHz processor or higher (Pentium processor recommended)
Operating System	Microsoft Windows® 98, Windows 98 Second Edition, Windows Millennium Edition (Windows Me), Windows NT® 4.0 with the high encryption version of Service Pack 6a (SP6a) and higher, Windows 2000, or Windows XP
Memory	<p>For Internet Explorer 6 SP1: RAM requirements depend on the operating system used</p> <p>Windows 98: 16 MB of RAM minimum Full install size: 11.5 MB</p> <p>Windows 98 Second Edition: 16 MB of RAM minimum Full install size: 12.4 MB</p> <p>Windows ME: 32 MB of RAM minimum Full install size: 8.7 MB</p> <p>Windows NT® 4.0 with SP 6a and higher:</p>

	32 MB of RAM minimum Full install size: 12.7 MB Windows 2000: 32 MB of RAM minimum Full install size: 12 MB Windows XP SP1: 32 MB of RAM minimum Full install size: 12 MB
Drive	CD-ROM drive (if installation is done from a CD-ROM)
Display	Super VGA (800 x 600) or higher-resolution monitor with 256 colors
Peripherals	Modem or Internet connection; Microsoft Mouse, Microsoft IntelliMouse®, or compatible pointing device

2.2 CPU

CPU speed does affect HTML page refresh time. All users should have a minimum of 512 MB of RAM and a Pentium 4 1.2 GHz processor with equivalent graphics card capabilities to have a good user experience.

Since the CGI-AMS solution is completely Web-based for end users, powerful client hardware of traditional client/server applications is not required. In general, PC configurations must support a compatible web browser (e.g., IE 6.0 or higher). The following exhibit illustrates some typical configurations that can support Web browsers for an end user. The minimum configuration represents a “reasonable” minimum to support a low-end configuration using IE 6.0 as the web browser. The performance is affected by many factors, such as network connectivity (LAN speed, NIC, etc.); graphics card capabilities, other running applications, etc. End users must have adequate network connectivity to the AMS Advantage assigned web servers.

Sample Client Hardware Configurations

Client Specifications	Minimum Configuration	Typical Configuration
Operating System	Windows 98 and above (per Microsoft system requirements for IE 6.0)	Windows XP SP1
CPU	Pentium III	Pentium 4
Machine Speed	400 Mhz	1 GHz and higher
RAM	128-256 MB	256-512 MB
Hard Drive	10 GB	40 GB and higher
Monitor	17" Monitor	17" Monitor

Network	Appropriate NIC for local network access (e.g. 100-Base-TX Ethernet NIC)	Appropriate NIC for local network access (e.g. 100-Base-TX Ethernet NIC)
Graphics	High quality graphic card	High quality graphic card

For IT developers, analysts, and administrators, more powerful workstations are recommended. While 1 GB is the minimum for most configuration and administration functions, CGI-AMS suggests a minimum of a Pentium 4 with 2 GB of memory or higher to sustain developer productivity levels. Typically, developers will run both the Web and application servers on their workstations, with connectivity to a shared non-production database server. These additional applications require greater processing power over that needed by typical production users.

3. Conversion Approach

Data Conversion for eCAPS Phase III – eHR Subproject 6 will have 4 broad phases, Plan Development, Conversion Design and Data Mapping, Development and Testing, and Deployment/Conversion. Each phase will have its own list of tasks and deliverables as detailed below.

The County's participation in the planning, development and execution of the data conversion for departmental/legacy data, data cleansing, and data conversion verification processes are described in Appendix M-6 (Subproject Assumptions).

3.1 eCAPS Phase III – eHR Subproject 6 Conversion Plan Development

CGI-AMS shall develop the data conversion plan in two segments. During the Envision phase, CGI-AMS developed a data conversion strategy that included any updates to the County's data conversion requirements, as stated in Appendix E-6 (Conversions) and described the development and testing methodologies to be used during the conversion software design/development effort. This strategy also confirmed the types and volume of data that must be converted.

In the Create phase, CGI-AMS shall build upon this high-level strategy and create the Conversion Plan for both Stage 2, Payroll Implementation and Stage 3, Core HR Implementation.

These plans shall include specific details for the following items:

- An overview of the conversion process;
- An assessment of the source files including scope and condition of the data;
- Assumptions, issues, and risk areas;
- Tools available for conversion;
- Conversion methodology and testing approach;

- Controls approach;
- Assessment of manual conversion feasibility;
- Post-conversion clean-up assumptions;
- Contingency plans; and
- Overall conversion schedule.

3.2 Conversion Design and Data Mapping

When each conversion plan has been finalized and approved by the County, the detailed conversion design and data mapping process can begin. During this process, CGI-AMS staff will map the source data files to the tables on a field-by-field basis and generate the pseudo-code and/or transformation logic for developing the conversion software. All issues will be documented in the conversion mapping documentation. Unresolved issues will be brought to project management's attention. CGI-AMS shall be responsible for developing the data mapping documents for eCAPS Phase III – eHR Subproject 6 system databases and files.

3.3 Development and Testing

Upon completion of the detailed conversion designs and data mapping, CGI-AMS shall code and unit test the conversion software components. After programming and unit test, complex conversion processes comprised of multiple programs shall move to the assembly test phase. Assembly testing will demonstrate that the individual programs shall function together as designed. During this sub-stage, the testing will use actual legacy systems data whenever possible from the systems being replaced by eCAPS Phase III – eHR Subproject 6. The end result of the string test should be an eCAPS Phase III – eHR Subproject 6 system tables properly loaded with the corresponding legacy systems data. The conversion controls will be verified in order to account for all data processed. Exception reports will be produced. These reports may identify areas where further data purification is needed, either by the departments or by the project conversion staff.

The last task of the development and testing phase are the mock conversions. These processes should be considered a 'dress rehearsal' for the production conversion. By using production data as input to the mock conversions (as cleansed by the County), the conversion team will obtain practical experience running the conversion process, determining the time frames required to run the jobs, and facilitating the County's final review of the quality of the data.

CGI-AMS and County staff will closely coordinate their respective conversion efforts for the departmental / legacy data throughout the design, development, and testing process.

3.4 Deployment/Conversion

CGI-AMS staff will provide assistance to the County staff assigned to execute and verify the results of the conversion processes in production operations. CGI-AMS conversion support includes providing assistance to County staff in the areas of: data verification, reconciliation of conversion controls, and resolution of any errors identified during the process.

3.5 Conversion Risk Areas

The following are potential risk areas that shall be evaluated and managed by CGI-AMS and the County during the conversion. Changes in project schedule and level-of-effort could change as a result of issues discovered in the following areas:

- Data Purification – It is critical that only “clean” data be input into the production conversion programs;
- Timing of Conversion Tasks – Conversion tasks must be integrated into the main application development schedule and closely coordinated;
- Increased complexity – The fields of the legacy systems must map cleanly to the AMS Advantage fields. For example, if a field in the old system uses five characters and CGI-AMS only allows three characters, new codes must be developed. In addition, a translation table of the legacy system values to the CGI-AMS values must be developed and maintained;
- Functional modifications and enhancements to the CGI-AMS system must be carefully managed and coordinated; and
- Performance of the selected tools and utilities must be monitored to manage the conversion run times.

3.6 Data Targeted for Conversion

As stated in Appendix E-6 (Conversions), the legacy data to be converted will fall into one of two categories: reference data or historical data. Appendix M-6 (Subproject Assumptions) describes the County and CGI-AMS roles and responsibilities for data conversion and scope of data to be converted.

3.6.1 Reference Data

Reference data is used by the system to validate information and codes on transactions. It is also used to infer information to a transaction. CGI-AMS shall complete the design and development of software to convert the following items:

- Titles;
- Subtitles;
- Pay cycles;

- Positions;
- Payroll Deductions;
- Benefits; and
- Earning/event codes.

CGI-AMS shall employ standard AMS Advantage upgrade tools/templates, CGI-AMS best practices, and proven approaches to help mitigate conversion risks, minimize the County's data cleansing effort, and improve the consistency and quality of the legacy systems data conversion effort. To this end, CGI-AMS shall employ the following proven approaches for converting the aforementioned items.

4. Interface Approach

Interfaces will exist in two forms in eCAPS Phase III - eHR Subproject 6, temporary and permanent. The temporary interfaces are those that will exist in eCAPS until legacy systems are phased out by the County or until all legacy data have been processed. eCAPS interfaces will both import data to eCAPS and export from eCAPS to legacy systems.

Permanent interfaces are those that will survive the project implementation and have no foreseeable expiration.

During the Implementation Assessment, the County and CGI-AMS developed an Interface development strategy. The Interface strategy is documented in the eCAPS Phase II - eHR Implementation Analysis Document.

Upon the County's confirmation that the specific interfaces have been identified and the review and approval of the eHR System Implementation Analysis Document, the design effort can begin for the development of the interfaces.

CGI-AMS technical staff will be primarily responsible for the design, development and unit testing of inbound system interfaces. The County will be responsible for the design of outbound interfaces. CGI-AMS will be responsible for the development of outbound interfaces. The County shall complete its acceptance testing of these interfaces by coordinating the execution of interface testing with any entities external to the County and among County departments interfacing data to and from eCAPS.

In order to provide a unified structure and strategy for developing system interface processes, CGI-AMS shall provide County technical staff with the standard data mapping templates for creating transactions in standard AMS Advantage HRM System format.

The development and testing effort for the interfaces will require extensive coordination between the CGI-AMS staff and the County legacy maintenance staff. Data and test schedules will need to be coordinated to enable proper system testing. The level of

participation of County staff in the design, development, and testing of system interfaces is provided in Appendix M-6 (Subproject Assumptions).

4.1 Interface Risks To Be Managed By the County and CGI-AMS

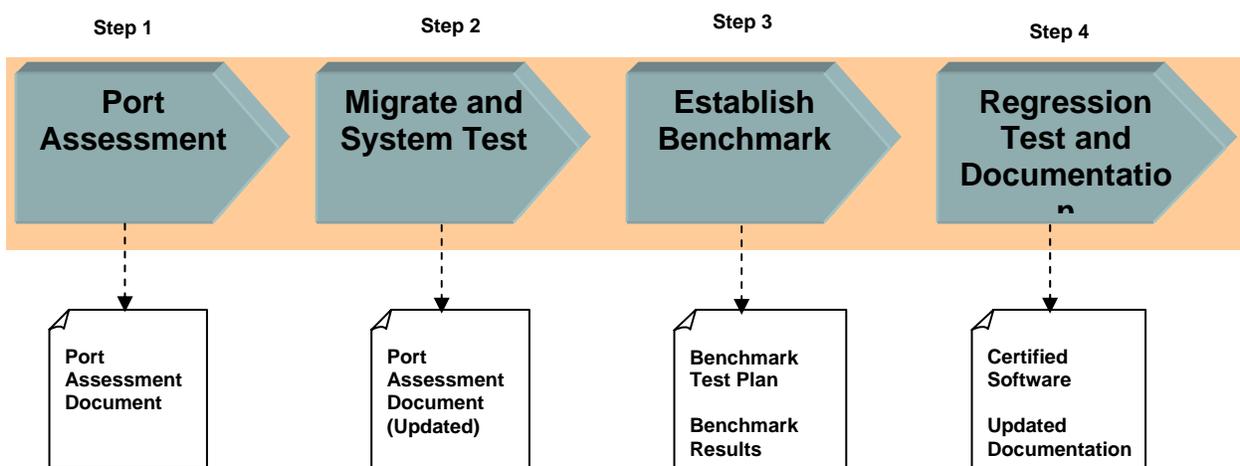
- Compatibility of eCAPS and legacy schedules – CGI-AMS shall work with County operations staff to confirm that legally mandated timeframes can continue to be supported;
- Complete identification of required interfaces; and
- Compatibility of data between eCAPS and legacy systems.

5. Porting and Migrating Advantage to Red Hat Enterprise Linux (RHEL) Platform

CGI-AMS shall assess and port the AMS application to support Red Hat Enterprise Linux (RHEL) platform. CGI-AMS has worked with its partners to develop this industry proven methodology to successfully port Enterprise Applications to new platforms and certify the new platform.

Process and Methodology

CGI-AMS methodology follows a four-step process as outlined below.



5.1 Step 1 – Port Assessment

CGI-AMS shall conduct an overall assessment of compatibility of various third party products utilized in the AMS Advantage solution. This effort analyzes dependencies of various products and develops a set of compatible releases required to support the new

platform. The list of products used by the AMS Advantage solution includes, but is not limited to:

- Versata Logic Suite
- WebSphere Application Server
- IBM HTTP Server
- Adobe CentralPro Output Server
- Pervasive Data Integrator
- DeltaXML
- IRI CoSort
- Microfocus Server Express

CGI-AMS shall develop a Port Assessment document, outlining the software versions to be upgraded and any dependencies necessary to certify the target platform. The document shall also describe the minimum requirements for porting all core AMS Advantage components to utilize Linux on Web, application, and database tiers.

5.2 Migrate and System Test

Based upon the County approval of the port assessment CGI-AMS shall execute a system Port Assessment test. This involves upgrading the software using tools provided by the vendor, resolving issues, and performing a basic system test to confirm a successful port. The results of the test will be documented.

5.3 Establish Performance Benchmark

CGI-AMS will conduct performance testing and assess scalability. CGI-AMS shall work with hardware vendors to plan and execute performance benchmark tests using their labs or technology centers, leveraging their high-end servers and network communications. The results of the performance tests will be documented.

5.4 Regression Test and Documentation

CGI-AMS shall conduct an end-to-end regression test and automated test cycle of the entire solution on the target platform. In parallel with the regression test, CGI-AMS shall update all the necessary documentation to reflect the new platform. The following documentation updates are anticipated for certifying Red Hat Enterprise Linux:

- Installation Guide
- Upgrade Instructions
- Release Notes
- Upgrade Overview
- System Administration Guide
- Performance Tuning Guide

Section VII – Change Management

1. Change Readiness Assessment

Project team and department readiness is a critical factor to the timely completion of the eCAPS Phase III – eHR Subproject 6 and CGI-AMS shall incorporate the following project tasks in the detailed implementation plan:

- Technical Team Training (Project Plan Task 5.4); and
- Operational and Implementation Readiness Assessments (Project Plan Task 5.7.5.2.2 and 5.7.5.2.3).

1.1 Project Team Training

CGI-AMS shall train the technical project team members (Project Plan Task 5.4). Training will include:

- Training for technical staff responsible for the installation, development, implementation and support of the application;
- AMS Advantage tools; and
- Third party software provided as part of the software license.

2. Business Process Modeling Strategy

The County shall update its policies and procedures based on the business impacts identified and documented in the HRM Implementation Analysis Document accepted by the County on July 20, 2006. The County shall work with the central services departments (e.g. CAO, DHR, Auditor Controller) to implement the new / revised policies and procedures. It is important that central countywide policies and procedures (Project Plan Task 4.6) are developed and distributed early so other departments have time to adapt and incorporate them into departmental policies and procedures.

3. Training Volumes (Appendix K-6)

During Envision phase, CGI-AMS designed a blended training strategy combining formal classroom training, technology-based training, knowledge transfer between CGI-AMS specialists and County staff, and customized training for end-users to prepare the County for implementation and ongoing operation of the proposed systems. In this strategy, CGI-AMS shall provide for a training approach which will provide opportunities for County staff volumes identified in Appendix K-6 (Training Volumes) to be trained in the use of the eHR according to the business processes identified by the Project team.

During the Create phase, CGI-AMS shall develop and maintain a detailed training plan (Project Plan Task 4.9) which identifies the scope of the training plan including:

- Training curriculum for eHR modules implemented;
- Training schedules to accommodate both “just-in-time” and on-going training sessions for each phase of software implementation;
- Identifying resources necessary to conduct the training; and
- Materials necessary to develop the training.

The following expands on each of the components to be included in the Training Plan.

3.1 Training Timeframe

The training strategy shall be to schedule the user training to occur as close to the implementation of each Stage of eHR as possible.

The training approach includes two distinct components: technical team training and end user training (includes train the trainer effort).

3.2 Technical Team Training (Project Plan Task 5.4)

The CGI-AMS technical training program, shall present the baseline training materials designed to train the County’s technical staff to operate and maintain the system on the platform selected by the County. The technical team training shall also cover the software development and testing methodologies and standards to be used during the eCAPS Phase III - eHR Subproject 6.

3.3 End User Training (Project Plan Task 5.7.3.2)

CGI-AMS has worked with the County to confirm the training requirements of the end users for each Stage as identified in Appendix K-6 (Training Volumes). The Training Plan shall outline the detailed logistics, methodologies, and materials necessary to prepare end users to operate in the new environment.

CGI-AMS’s training strategy shall be to co-train with County staff for end user training. Under a blended training approach, end-users, where appropriate, may attend Instructor Led Training (ILT), Webinars, and Computer Based Training (CBT), and practice performing the County business functions in a training (learning) environment. Managers are a subset of the end-user training audience and specific training materials will be available to present eHR system functionality at an overview level.

CGI-AMS shall deliver two types of training: 1) instructor orientation and 2) instructor-led classroom training. CGI-AMS shall familiarize the County personnel with the training development material to maintain end-user training materials for future updates and use.

CGI-AMS proposes to use baseline AMS Advantage training materials and standard training methodologies as the basis for the end-user training materials and shall

customize the products to correspond to County procedures and configuration of the AMS Advantage application.

AMS Advantage End-User Training products provide out of the box training materials, including the Instructor and Participant Guides, and learning aids. These materials can be customized to reflect the specific County business processes (Project Plan Task 5.7.5.1). Any modules not provided by End-User Training will be developed in the same style/fashion as End-User Training to provide consistency between training materials.

Depending upon the training plan to be developed by CGI-AMS, end-user training may include:

- Instructor lead training – Training done in a training facility given and support by onsite trainers;
- Live Webinars – Training delivered through web technology given and supported by live trainers;
- Recorded Webinars – Pre-recorded training delivered through web technology done at the trainee’s computer; and
- Computer Based Training (CBT) – Self paced training done through self study at a trainee’s computer.

CGI-AMS will provide post-assessment capability in a form that will indicate that the trainees received and understood the training.

3.4 Timing of Training

CGI-AMS’s training plan (Project Plan Task 4.9) shall strive to conduct training as close to the actual application of the training concepts and the production cutover as possible, as described below:

CGI-AMS shall train the project team technical support personnel prior to use of the particular toolset in the required work activity.

CGI-AMS shall train the project team analysts and programmers in AMS Advantage Third Party tools prior to the design/build process of the modifications.

CGI-AMS shall help train the end users (effort led by County trainers) in the software functionality prior to rollout of the system, as close as possible to the date they will begin to use the software.

3.5 Training Plan

The Training Plan shall outline the detailed tasks for training materials development and execution and will include:

Planning

- Training guiding principles;
- Key Impact Areas;
- Timeline for training development and delivery;
- Training needs analysis for each “To-Be” business process role;
- Training development estimates; and
- Preliminary trainer/coach and facilities requirements.

Course Development and Delivery

- Approach for training delivery and evaluation;
- User support approach;
- Participant registration approach;
- Strategy for incorporating procedures into training;
- High-level requirements the training database (e.g. concurrent users, development, refresh strategy, etc.);
- High-level requirements for customization of the delivered End User Training (EUT) materials;
- High-level requirements for development of custom training materials;
- Documentation standards approach for EUT;
- Testing approach for EUT; and
- Approach for ongoing training maintenance and delivery.

3.6 Training Facilities

CGI-AMS shall use County-provided training facilities for end-user training courses. Where stated in the detailed training plan, CGI-AMS may use self-study courses, web cast courses, and/or online technology-based courses to accommodate the training volumes identified by the County in Appendix K-6 (Training Volumes).

3.7 Credential and Experience of the Trainers

CGI-AMS instructors, with AMS Advantage experience, shall conduct project team training. End user training shall be conducted by a team of two to three people, comprised of one CGI-AMS person and one to two County personnel, per course. These trainers will have functional expertise in the areas they are conducting training, AMS Advantage knowledge, as well as training experience. CGI-AMS recommends that each course has both a primary and a secondary instructor. The primary instructor will lead the class discussions, explain the exercises, demonstrate software modules, and answer questions. The secondary instructor assists the primary instructor to observe participants, help participants with exercises, set up classrooms, and manages

course materials. CGI-AMS shall provide one member for each of the training sessions to be a co-facilitator. CGI-AMS shall identify the number of trainers required, as well as desired skills and experience in the detailed training plan based on the volumes identified in Appendix K-6 (Training Volumes).

4. Learning Environment

CGI-AMS shall develop a Learning (Practice) Environment to roll out the new application to end users 1 to 2 months before the system goes into production.

- The technical infrastructure is rolled out to the end-user community before the actual implementation date and allows end-users to test connectivity, application access, printing, and application security BEFORE the implementation date so that these types of issues can be fixed before the first day of production.
- Self-study materials will be provided to allow end-users to practice what they learned in training at their own desks - keeping their skills fresh until the system goes live. This also gives the training team a way of identifying the users who may need additional training during the post-implementation support period.

5. Knowledge Transfer

CGI-AMS shall provide “knowledge transfer” to County staff by working side-by-side with County staff from the beginning of the project.

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Section VIII - Maintenance and Support (including Platinum options)

This Section describes the AMS Advantage Platinum Support Program. The terms and conditions applicable to the described support are described in Exhibit E, as amended by Amendment No. 2.

1. Subject Matter Experts

A team of technical and functional subject matter experts (SMEs) will be dedicated to the maintenance and support of eCAPS pursuant to the terms of the CGI-AMS Client Services Platinum Support and Maintenance Service Level Agreement (“PSM”) attached to and made a part of Exhibit E to the Agreement. Upon commencement of Platinum Maintenance Support as described in Exhibit E, as amended, two (2) to three (3) of the total number of support (SMEs) will be located in Los Angeles for continued on-site support at the County’s facility as described in the PSM.

2. Priority Response

A copy of the County's entire eCAPS solution developed, implemented and running in live production operations pursuant to the Agreement will be installed at the CGI-AMS data center to enable the Client Support team to respond more quickly to your issues. Priority responses based on the defect level is more particularly described in Exhibit E, as amended. While a replica of the County's solution will be available at the CGI-AMS data center as described, CGI-AMS will not replicate the County's production hardware environment for purposes of providing the Platinum Support and Maintenance.

3. 24 x 7 Support

CGI-AMS will provide round-the-clock access to AMS Advantage expertise for your mission critical issues via the Web, email and phone.

4. Up-To-Date Functionality

CGI-AMS will apply to the County's solution every patch, fix pack and minor release made generally available by CGI-AMS to other licensees of the AMS Advantage software operating at the County. A database administrator and configuration manager who are part of the Platinum Support team, will upgrade, test and "package" the County's upgraded solution for implementation.

5. Support of Customizations

All County customizations will be integrated into each patch, fix pack and minor release and will be regression and system tested prior to delivery to the County. CGI-AMS and the County will determine the frequency at which they will conduct code merges in order to synch up patches, fix packs and minor releases with any modifications made by the County on-site.

Appendix A-6 – Deliverables Definition

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Appendix A-6 – Deliverables Definition

1. Project Planning and Management

#	Deliverables	Work Products and Description	Task ID	Payment Milestone
1.	eCAPS Phase III – eHR Project Control Document	<ul style="list-style-type: none"> • Subproject 6 Charter and Roadmap describing Subproject 6 objectives, scope, assumptions, and overall timelines for Subproject 6 phases and deliverables. 	1.1.1	1.1.7
		<ul style="list-style-type: none"> • Detailed Project Plan for Development, Build and Achieve Phases describing project schedule, milestones, resource assignments and task dependencies. 	1.1.1	
		<ul style="list-style-type: none"> • Subproject 6 Organization describing roles and responsibilities of Subproject 6 teams, including entities for project management and oversight. 	1.1.1	
		<ul style="list-style-type: none"> • Project Governance that describes the process, tools and standards for: <ul style="list-style-type: none"> ○ Communication ○ Status reporting ○ Scope management ○ Risk and issue management ○ Project documentation standards 	1.1.2 1.1.3	
2.	Monthly Status Reports	<ul style="list-style-type: none"> • Monthly Status Report that comprised of a compilation of bi-weekly status reports for the month with an executive summary describing: <ul style="list-style-type: none"> ○ Subproject 6 deliverables completed ○ Subproject 6 risks and issues ○ Key accomplishments ○ Goals for Next Period ○ Updated project plan ○ Updated matrix of work products/deliverables and their progress • A minimum of Bi-Weekly Status Reports that include: <ul style="list-style-type: none"> ○ Tasks, work products, and deliverables completed ○ Tasks, work products, and deliverables in progress ○ Tasks, work products, and deliverables scheduled but not completed ○ Issue log 	1.2.3	1.2.4

2. Create: AMS Advantage Talent Management Software Modification

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
3.	Talent Management Final Process Map – Rollout 1	<ul style="list-style-type: none"> Final flowchart that reflects the new features of the various business processes for AMS Advantage Talent Management functionality. 	2.1.4	2.1.4

3. Create: AMS Advantage Talent Management Implementation

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
4.	Talent Management Process Map - Rollout 1	<ul style="list-style-type: none"> Flowchart that defines the various business processes for AMS Advantage Talent Management functionality. 	3.1.1.1.2.2.3	3.1.1.2.2.3
5.	Talent Management Updated Process Map - Rollout 1	<ul style="list-style-type: none"> Updated flowchart of system configuration system tables and forms based on information completed by LA County. 	3.1.1.2.13	3.1.1.2.13
6.	Talent Management Data Cleansing Plan – Rollout 1	<ul style="list-style-type: none"> AMS Advantage Talent Management Data Cleansing Plan comprised of the following components: <ul style="list-style-type: none"> List of the tables within AMS Advantage Talent Management modules that need to be populated for Production. Source data for these tables Layout of tables needed for loading Procedures for data cleansing and preparation. 	3.1.1.4.1.2	3.1.1.4.1.2
7.	Talent Management Data Cleansing Support – Rollout 1	<ul style="list-style-type: none"> Support the development of Data Cleansing per the Project Plan by: Assisting in providing software functional knowledge to County team to validate and cleanse data. 	3.1.1.4.1.4	3.1.1.4.1.6
8.	Talent Management Conversion Plan – Rollout 1	<ul style="list-style-type: none"> AMS Advantage Talent Management Conversion Plan comprised of the following components: <ul style="list-style-type: none"> List of the tables within the AMS Advantage Talent Management 	3.1.1.4.2.2	3.1.1.4.2.2

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
		<p>modules that need to be populated for production</p> <ul style="list-style-type: none"> ○ Source data for these tables (source systems and files) ○ Data integrity rules for the final version of the tables ○ Data conversion timing and sequence ○ Required control reporting ○ An indication of the proposed conversion method (automated or manual) ○ Testing strategy, conditions, and cycles ○ Detailed testing schedule ○ Participants (roles and responsibilities) ○ Procedures for database population and refresh <ul style="list-style-type: none"> ● This plan shall support the County's HRM conversion requirements and the Conversion Strategy developed during the Envision phase: <ul style="list-style-type: none"> ○ Candidate Data with detailed records ○ Job Codes ○ Testing Questions 		
9.	Talent Management UAT/Training, Conversion/Staging, and Production Environments – Rollout 1	<ul style="list-style-type: none"> ● Environments have been established for LA County usage. 	3.1.2.1 3.1.2.2 3.1.2.3	3.1.2.4
10.	Talent Management Inbound Interface Designs	<ul style="list-style-type: none"> ● Structured data mapping/ interface design documents to be used by the County to complete data mapping. 	3.1.4.1.1.5	3.1.4.1.1.5
11.	Talent Management Inbound Interface Software	<ul style="list-style-type: none"> ● Test outputs for inbound interfaces ● Packaged and delivered interface software for UAT 	3.1.4.1.1.8	3.1.4.1.1.8

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
12.	Talent Management Outbound Interface Software	<ul style="list-style-type: none"> • Test outputs for outbound interfaces • Packaged and delivered interface software for UAT 	3.1.4.1.2.5	3.1.4.1.2.5
13.	Talent Management Conversion Designs – Rollout 1	<ul style="list-style-type: none"> • Standard data conversion formats • Data conversion data mappings and transformation rules • Candidate data conversion spreadsheets 	3.1.4.2.1.5	3.1.4.2.1.5
14.	Talent Management Conversion Complete - Rollout 1	<ul style="list-style-type: none"> • Test results for conversion load using County data • Delivered Conversion Software 	3.1.4.2.3	3.1.4.2.3
15.	Talent Management Report Designs (49 Reports) – Rollout 1	<ul style="list-style-type: none"> • Designs for identified AMS Advantage Talent Management reports 	3.1.4.3.1.5	3.1.4.3.1.5
16.	Talent Management Report Software (49 Reports) – Rollout 1	<ul style="list-style-type: none"> • Test results for reports using County data 	3.1.4.3.2.3	3.1.4.3.2.3
17.	Talent Management Forms (15 Forms) – Rollout 1	<ul style="list-style-type: none"> • Candidate forms configured based on LA County worksheets 	3.1.4.3.7	3.1.4.3.7
18.	Talent Management Integrated System Test Plan, Scripts & Results - Rollout 1	<ul style="list-style-type: none"> • Executed Test Scripts and Results. 	3.1.5.1.6	3.1.5.1.6
19.	Talent Management User Acceptance Test Support – Rollout 1	<ul style="list-style-type: none"> • Support User Acceptance Test to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues ○ Resolve reported User Acceptance Test issues 	3.1.5.2.8	3.1.5.2.8

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
20.	Talent Management Configured Security and Workflow Tables – Rollout 1	<ul style="list-style-type: none"> • Define and review security rules with County staff 	3.1.6.1.7	3.1.6.1.7
21.	Talent Management Training Plan and Materials - Rollout 1	<p>Training Plan</p> <ul style="list-style-type: none"> • Detailed training plan comprised of: <ul style="list-style-type: none"> ○ End user training course catalog describing the training objectives and course content ○ Description of methods to be used for Co-trainer and end user training ○ Establishing and administration of the training environment • Training Manuals and materials for the courses described in the Training Plan including <ul style="list-style-type: none"> ○ AMS Advantage Talent Management training manuals and materials for the courses described in the training plan. ○ Training manuals are comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	<p>3.1.6.2.1.2</p> <p>3.1.6.2.1.3</p>	3.1.6.2.1.4
22.	Talent Management Trainer and End User Training - Rollout 1	<ul style="list-style-type: none"> • Administer the trainer training program as described in the Training Plan • Co-train end users by supporting County co-trainers and AMS Talent Management team members in scheduling and conducting end user training. • All scheduled training sessions have been completed. 	<p>3.1.6.2.2.1</p> <p>3.1.6.2.2.2</p>	3.1.6.2.2.3
23.	Talent Management User Documentation	<ul style="list-style-type: none"> • Updated Talent Management User Documentation in the form of updated online help and four custom Quick Start guides 	3.1.6.4.1.5	3.1.6.4.1.5

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
24.	Talent Management System Documentation	<ul style="list-style-type: none"> Updated Talent Management System Documentation in the form of updated online help 	3.1.6.4.2.5	3.1.6.4.2.5
25.	Talent Management Forms (2 Forms) – Rollout 2	<ul style="list-style-type: none"> 2 Candidate forms configured based on LA County worksheets during Rollout 2 	3.2.4.2.3	3.2.4.2.3
26.	Talent Management Forms (2 Forms) – Rollout 3	<ul style="list-style-type: none"> 2 Candidate forms configured based on LA County worksheets during Rollout 3 	3.3.4.2.3	3.3.4.2.3
27.	Talent Management Forms (2 Forms) – Rollout 4	<ul style="list-style-type: none"> 2 Candidate forms configured based on LA County worksheets during Rollout 4 	3.4.4.2.3	3.4.4.2.3

4. Create: Software Modification

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
28.	Core HR Project Team Kick-off Meeting	<ul style="list-style-type: none"> Core HR Project Team Kick-off presentation materials to update the project team on the overall structure of the project. 	4.1.1	4.1.6
		<ul style="list-style-type: none"> One (1) kick-off presentation to HRM Phase III Subproject 6 team 	4.1.5	
29.	Project Team Product Training	<ul style="list-style-type: none"> Deliver standard overview system training to the core project team 	4.1.7.1	4.1.7.2
30.	Advantage 3, 3rd Party Tools Installation - Baseline Environment	<ul style="list-style-type: none"> Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Baseline Environment. Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be accessed in the Baseline Environment. 	4.2.1.1.5	4.2.1.1.5

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
31.	Advantage 3, 3rd Party Tools Installation – Development/ Unit Test Environment	<ul style="list-style-type: none"> Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Development/Unit Test Environment. Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be accessed in the Development/Unit Test Environment. 	4.2.1.2.5	4.2.1.2.5
32.	Advantage 3, 3rd Party Tools Installation – System Test Environment	<ul style="list-style-type: none"> Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the System Test Environment. Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be accessed in the System Test Environment. 	4.2.1.3.5	4.2.1.3.5
33.	Advantage 3, 3rd Party Tools Installation – Conversion Environment	<ul style="list-style-type: none"> Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Conversion Environment. Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be accessed in the Conversion Environment. 	4.2.1.4.5	4.2.1.4.5
34.	Reference Data Support for Client Iteration Testing	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for software modifications per the Project Plan. 	4.3.6	4.3.7
35.	Concept Papers – Iteration 1	<ul style="list-style-type: none"> Concept Papers for Iteration 1 software modifications. 	4.4.1.1.4	4.4.1.1.4
36.	Functional Designs – Iteration 1	<ul style="list-style-type: none"> Functional Designs for Iteration 1 software modifications. 	4.4.1.1.9	4.4.1.1.9
37.	Application Software Modifications - Iteration 1	<ul style="list-style-type: none"> Technical Designs for Iteration 1 software modifications. 	4.4.1.1.10	4.4.1.1.14
		<ul style="list-style-type: none"> Developed and unit tested Iteration 1 software modifications. 	4.4.1.1.11	
		<ul style="list-style-type: none"> System Test scripts and results for Iteration 1 software modifications. 	4.4.1.1.12	
		<ul style="list-style-type: none"> Packaged and delivered Iteration 1 software modifications for Client Iteration Test. 	4.4.1.1.13	
38.	Client Iteration	Support Client Iteration Test per the Project Plan to	4.4.1.1.17	4.4.1.1.17

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Test Support – Iteration 1	include: <ul style="list-style-type: none"> Support and assistance to County's Client Iteration Test. Reviewing and responding/documenting reported Client Iteration Test Issues. 		
39.	Concept Papers – Iteration 2	<ul style="list-style-type: none"> Concept Papers for Iteration 2 software modifications. 	4.4.1.2.4	4.4.1.2.4
40.	Functional Designs – Iteration 2	<ul style="list-style-type: none"> Functional Designs for Iteration 2 software modifications. 	4.4.1.2.9	4.4.1.2.9
41.	Application Software Modifications – Iteration 2	<ul style="list-style-type: none"> Technical Designs for Iteration 2 software modifications. 	4.4.1.2.10	4.4.1.2.14
		<ul style="list-style-type: none"> Developed and unit tested Iteration 2 software modifications. 	4.4.1.2.11	
		<ul style="list-style-type: none"> System Test scripts and results for Iteration 2 software modifications. 	4.4.1.2.12	
		<ul style="list-style-type: none"> Packaged and delivered Iteration 2 software modifications for Client Iteration Test. 	4.4.1.2.13	
42.	Client Iteration Test Support – Iteration 2	Support Client Iteration Test per the Project Plan to include: <ul style="list-style-type: none"> Support and assistance to County's Client Iteration Test. Reviewing and responding/documenting reported Client Iteration Test Issues. 	4.4.1.2.17	4.4.1.2.17
43.	Concept Papers – Iteration 3	<ul style="list-style-type: none"> Concept Papers for Iteration 3 software modifications. 	4.4.1.3.4	4.4.1.3.4
44.	Software Modifications Functional Designs – Iteration 3	<ul style="list-style-type: none"> Functional Designs for Iteration III software modifications. 	4.4.1.3.9	4.4.1.3.9
45.	Application Software Modifications – Iteration 3	<ul style="list-style-type: none"> Technical Designs for Iteration 3 software modifications 	4.4.1.3.10	4.4.1.3.14
		<ul style="list-style-type: none"> Developed and unit tested Iteration 3 software modifications. 	4.4.1.3.11	
		<ul style="list-style-type: none"> System Test scripts and results for Iteration 3 software modifications. 	4.4.1.3.12	
		<ul style="list-style-type: none"> Packaged and delivered Iteration 3 software modifications for Client Iteration Test. 	4.4.1.3.13	
46.	Client Iteration Test Support – Iteration 3	Support Client Iteration Test per the Project Plan to include: <ul style="list-style-type: none"> Support and assistance to County's Client Iteration Test. 	4.4.1.3.17	4.4.1.3.17

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
		<ul style="list-style-type: none"> Reviewing and responding/documenting reported Client Iteration Test Issues. 		
47.	Inbound Interface Designs - Payroll	<ul style="list-style-type: none"> Inbound interface mappings and file formats. PDI Transformation rules. 	4.4.2.1.1.5	4.4.2.1.1.5
48.	Inbound Interface Designs – Payroll (Temporary)	<ul style="list-style-type: none"> Temporary Inbound interface mappings and file formats and PDI Transformation rules (will exist in eCAPS until CWTAPPS are phased out by the County or until all legacy data have been processed) 	4.4.2.1.1.10	4.4.2.1.1.10
49.	eHR Conversion Plan (Payroll)	<ul style="list-style-type: none"> eHR Conversion Plan comprised of the following components for each functional module: <ul style="list-style-type: none"> List of tables within the modules that need to be populated for production Source data for these tables (source systems and files) Data integrity rules for the final version of the tables Data conversion timing and sequence Required control reporting An indication of the proposed conversion method (automated or manual) Testing strategy, conditions, and cycles Detailed testing schedule Participants (roles & responsibilities) Procedures for database population and refresh <p>This plan shall support the County’s conversion requirements as outlined in Appendix E-6 and the Conversion Strategy developed during the Envision Phase.</p>	4.4.3.1.5	4.4.3.1.5
50.	Data Conversion Designs - Payroll	<ul style="list-style-type: none"> Standard data conversion formats. Data conversion data mappings and transformation rules. Data Conversion spreadsheets. 	4.4.3.2.1.6	4.4.3.2.1.6
51.	County Interim Data Warehouse Development Support-1	<ul style="list-style-type: none"> Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> Assisting County staff with field mappings Assisting County staff with 	4.5.3.12	4.5.3.12

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
		analyzing reports		
52.	County Interim Data Warehouse Development Support-2	<ul style="list-style-type: none"> • Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting County staff with field mappings ○ Assisting County staff with analyzing reports 	4.5.3.14	4.5.3.14
53.	County Interim Data Warehouse Development Support-3	<ul style="list-style-type: none"> • Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting County staff with field mappings ○ Assisting County staff with analyzing reports 	4.5.3.16	4.5.3.16
54.	County Interim Data Warehouse Development Support-4	<ul style="list-style-type: none"> • Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting County staff with field mappings ○ Assisting County staff with analyzing reports 	4.5.3.18	4.5.3.18
55.	County Interim Data Warehouse Development Support-5	<ul style="list-style-type: none"> • Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting County staff with field mappings ○ Assisting County staff with analyzing reports 	4.5.3.20	4.5.3.20
56.	County Interim Data Warehouse Development Support-6	<ul style="list-style-type: none"> • Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting County staff with field mappings ○ Assisting County staff with analyzing reports 	4.5.3.22	4.5.3.22
57.	County Interim Data Warehouse Development Support-7	<ul style="list-style-type: none"> • Support County Interim Data Warehouse development per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting County staff with field mappings ○ Assisting County staff with analyzing reports 	4.5.3.24	4.5.3.24
58.	Policy and Procedure development support-1	<ul style="list-style-type: none"> • Support the development of County Policy and Procedures per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	4.6.5	4.6.5
59.	Policy and Procedure development	<ul style="list-style-type: none"> • Support the development of County Policy and Procedures per the Project Plan by: 	4.6.7	4.6.7

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	support-2	<ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 		
60.	Policy and Procedure development support-3	<ul style="list-style-type: none"> ● Support the development of County Policy and Procedures per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	4.6.9	4.6.9
61.	Policy and Procedure development support-4	<ul style="list-style-type: none"> ● Support the development of County Policy and Procedures per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	4.6.11	4.6.11
62.	Data Cleansing Plan	<ul style="list-style-type: none"> ● eHR Data Cleansing Plan comprised of the following components: <ul style="list-style-type: none"> ○ List of the tables within eHR modules that need to be populated for Production. ○ Source data for these tables ○ Layout of tables needed for loading ○ Procedures for data cleansing and preparation. 	4.7.1.5	4.7.1.5
63.	Data Cleansing Support-1	<ul style="list-style-type: none"> ● Support the development of Data Cleansing per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and cleanse data. 	4.7.1.9	4.7.1.9
64.	Data Cleansing Support-2	<ul style="list-style-type: none"> ● Support the development of Data Cleansing per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and cleanse data. 	4.7.1.11	4.7.1.11
65.	Data Cleansing Support-3	<ul style="list-style-type: none"> ● Support the development of Data Cleansing per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and cleanse data. 	4.7.1.13	4.7.1.13
66.	Data Cleansing Support-4	<ul style="list-style-type: none"> ● Support the development of Data Cleansing per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting in providing software functional knowledge to County team to validate and cleanse data. 	4.7.1.15	4.7.1.15
67.	Security and	<ul style="list-style-type: none"> ● Support County staff in developing the 	4.8.1.7	4.8.1.7

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Workflow Plan Support	Security Plan per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting the County in defining and reviewing security and workflow rules ○ Assisting in providing software functional knowledge to County team 		
68.	Security & Workflow Setup Support - Client Iteration Test	<ul style="list-style-type: none"> ● Support the County set-up and testing of security tables for Client Iteration Test per the Project Plan 	4.8.2.6	4.8.2.6
69.	Training Plan	<ul style="list-style-type: none"> ● An assessment of training needs for Payroll to include: <ul style="list-style-type: none"> ○ Structure and description of training courses ○ Proposed course curriculum ○ Target training groups ○ Preliminary estimate of training volumes as identified in Appendix K-6 ● Detailed Training Plan comprised of : <ul style="list-style-type: none"> ○ Description of the training program ○ Updated course structure and curriculum ○ End user training course catalogue describing the training objectives and course content. ○ Description of methods to be used for Co-trainer and end-user training ○ Establishing and administration of the training environment 	4.9.1.5	4.9.1.5

5. Create: Payroll Implementation

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
70.	Payroll Implementation Kick-off Meeting	<ul style="list-style-type: none"> ● Payroll Project Team Kick-off presentation materials. 	5.1.1	5.1.6
		<ul style="list-style-type: none"> ● One (1) kick-off presentation to Payroll Phase III Subproject 6 team. 	5.1.5	
71.	Advantage 3, 3rd Party Tools Installation –	<ul style="list-style-type: none"> ● Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Training 	5.2.1.1.5	5.2.1.1.5

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Training Environment	Environment. <ul style="list-style-type: none"> • Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be accessed in the Training Environment. 	5.2.1.1.5	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
72.	Advantage 3, 3rd Party Tools Installation – Learning Environment	<ul style="list-style-type: none"> • Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party in the Learning Environment. • Delivery of software licenses and demonstrate that installed baseline Advantage 3 software can be accessed in the Learning Environment. 	5.2.1.2.5	5.2.1.2.5
73.	Reference Data Support for Production-1	<ul style="list-style-type: none"> • Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	5.3.9	5.3.9
74.	Reference Data Support for Production-2	<ul style="list-style-type: none"> • Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	5.3.11	5.3.11
75.	Reference Data Support for Production-3	<ul style="list-style-type: none"> • Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	5.3.13	5.3.13
76.	Reference Data Support for Production-4	<ul style="list-style-type: none"> • Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	5.3.15	5.3.15
77.	Technical Project Team Training	<ul style="list-style-type: none"> • Prepare materials for technical team training in the following areas: <ul style="list-style-type: none"> ○ Versata Design Studio ○ AMS Advantage Document Load Utility (SysManUtil) ○ PDI ○ Adobe Forms ○ AMS Advantage and 3rd party software installation. 	5.4.1	5.4.4
		<ul style="list-style-type: none"> • Conduct technical team training for each of the aforementioned areas. 	5.4.2	
78.	Inbound Interface Software - Payroll	<ul style="list-style-type: none"> • Developed Inbound Interface software. • Unit Test Inbound Interface software 	5.5.1.1.1.1	5.5.1.1.1.3
		<ul style="list-style-type: none"> • System Test Inbound Interface software. 	5.5.1.1.1.2	
79.	Inbound Interface Software – Payroll	<ul style="list-style-type: none"> • Developed Temporary Inbound Interface software. • Unit Test Temporary Inbound Interface software 	5.5.1.1.2.1	5.5.1.1.2.3

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	(Temporary)	<ul style="list-style-type: none"> System Test Temporary Inbound Interface software. 	5.5.1.1.2.2	
80.	Outbound Interface Software - Payroll	<ul style="list-style-type: none"> Developed Outbound Interface software. Unit Test Outbound Interface software 	5.5.1.2.1.1	5.5.1.2.1.3
81.	Outbound Interface Software – Payroll (Temporary)	<ul style="list-style-type: none"> Developed Temporary Outbound Interface software. Unit Test Outbound Interface software 	5.5.1.2.2.1	5.5.1.2.2.3
82.	Data Conversion Software - Payroll	<ul style="list-style-type: none"> Developed Data Conversion Software. Unit Tested Data Conversion Software. 	5.5.2.1.1.1	5.5.2.1.1.6
		<ul style="list-style-type: none"> Loaded Data in Conversion environment. 	5.5.2.1.1.4	
83.	Report Analysis Crosswalk of County Reports - Iteration 1	<ul style="list-style-type: none"> Analyze County reports in preparation for Cognos Framework Manager Model Development by: <ul style="list-style-type: none"> Complete crosswalk between reports and data warehouse fields Complete selection criteria mapping 	5.5.3.4.1.1 5.5.3.4.1.2	5.5.3.4.1.4
84.	Report Analysis Crosswalk of County Reports - Iteration 2	<ul style="list-style-type: none"> Analyze County reports in preparation for Cognos Framework Manager Model Development by: <ul style="list-style-type: none"> Complete a crosswalk between reports and data warehouse fields Complete selection criteria mapping 	5.5.3.4.2.1 5.5.3.4.2.2	5.5.3.4.2.4
85.	Updated Software Iteration 1 Data Warehouse – Drop 1	<ul style="list-style-type: none"> Delivered Data Warehouse for Software Iteration 1 based on enhancement drop #1. 	5.5.3.5.1.2	5.5.3.5.1.2
86.	Updated Software Iteration 2 Data Warehouse – Drop 2	<ul style="list-style-type: none"> Delivered completed Data Warehouse for Software Iteration 2 based on enhancement drop #2. 	5.5.3.5.1.4	5.5.3.5.1.4
87.	Updated Software Iteration 3 Data Warehouse – Drop 3	<ul style="list-style-type: none"> Delivered completed Data Warehouse for Software Iteration 3 based on enhancement drop #3. 	5.5.3.5.1.6	5.5.3.5.1.6
88.	Updated infoAdvantage	<ul style="list-style-type: none"> Designed and Developed changes to infoAdvantage data model. 	5.5.3.5.6	5.5.3.5.6

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Data Model			
89.	Updated eHR Data Warehouse	<ul style="list-style-type: none"> Designed and Developed changes to logical and physical database for eHR 	5.5.3.5.9.1 5.5.3.5.9.2 5.5.3.5.9.3	5.5.3.5.10
90.	Updated infoAdvantage ETL Designs	<ul style="list-style-type: none"> Updated designs for infoAdvantage ETL software 	5.5.3.6.1.5	5.5.3.6.1.5
91.	Updated InfoAdvantage ETL Software	<ul style="list-style-type: none"> Updated infoAdvantage software 	5.5.3.6.2.4	5.5.3.6.2.4
92.	Master Framework Manager Model	<ul style="list-style-type: none"> Developed Framework Manager Model 	5.5.3.7.1.1	5.5.3.7.1.2
93.	COGNOS Framework Model/Package 1	<ul style="list-style-type: none"> Developed COGNOS Package #1 	5.5.3.7.2.1.2	5.5.3.7.2.1.2
94.	COGNOS Framework Model/Package 2	<ul style="list-style-type: none"> Developed COGNOS Package #2 	5.5.3.7.2.2.2	5.5.3.7.2.2.2
95.	eHR Report Designs – Iteration 1 (75 Reports)	<ul style="list-style-type: none"> Designs for 75 Reports 	5.5.3.8.1.1.1	5.5.3.8.1.1.5
96.	eHR Report Designs – Iteration 2 (25 Reports)	<ul style="list-style-type: none"> Designs for 25 Reports 	5.5.3.8.1.2.1	5.5.3.8.1.2.5
97.	eHR Report Software – Iteration 1 (75 Reports)	<ul style="list-style-type: none"> Test scripts and results for 75 reports 	5.5.3.8.2.1.1	5.5.3.8.2.1.3
		<ul style="list-style-type: none"> Developed software for 75 reports 	5.5.3.8.2.1.2	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
98.	eHR Report Software – Iteration 2 (25 Reports)	<ul style="list-style-type: none"> • Test scripts and results for 25 reports 	5.5.3.8.2.2.1	5.5.3.8.2.2.3
		<ul style="list-style-type: none"> • Developed software for 25 reports 	5.5.3.8.2.2.2	
99.	Integrated System Test Plan, Scripts & Results	<ul style="list-style-type: none"> • Developed and Executed Test Plan and Scripts. 	5.6.1.6	5.6.1.6
100.	Advantage 3, 3rd Party Tools Installation – Acceptance Test Environment	<ul style="list-style-type: none"> • Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Acceptance Test Environment. • Delivery of software licenses and demonstrate that installed baseline Advantage 3 software can be accessed in the Acceptance Test Environment. 	5.6.2.1.5	5.6.2.1.5
101.	User Acceptance Test Support-1	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues ○ Resolving reported User Acceptance Test Issues 	5.6.2.2.9	5.6.2.2.9
102.	User Acceptance Test Support-2	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues ○ Resolving reported User Acceptance Test Issues 	5.6.2.2.11	5.6.2.2.11
103.	User Acceptance Test Support-3	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues • Resolving reported User Acceptance Test Issues 	5.6.2.2.13	5.6.2.2.13
104.	Advantage 3, 3rd Party Tools Installation – Production Environment	<ul style="list-style-type: none"> • Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Production Environment. • Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be 	5.6.3.1.5	5.6.3.1.5

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
		accessed in the Production Environment.		
105.	Performance Test Plan and Scripts	<ul style="list-style-type: none"> • Performance Test plan and scripts 	5.6.3.2.1	5.6.3.2.5
106.	Performance Test Execution	<ul style="list-style-type: none"> • Executed Performance Test scripts 	5.6.3.2.6	5.6.3.2.7
107.	Performance Tuning – Payroll	<ul style="list-style-type: none"> • Performance issues, tuning recommendations and action items 	5.6.3.2.9	5.6.3.2.10
108.	Performance Tuning - HRM	<ul style="list-style-type: none"> • Performance issues, tuning recommendations and action items 	5.6.3.2.11	5.6.3.2.11
109.	Performance Test Results	<ul style="list-style-type: none"> • Updated performance test results based on tuning 	5.6.3.2.13	5.6.3.2.13
110.	Simulation Test Support-1	<ul style="list-style-type: none"> • Support Simulation Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported Simulation Test Issues. ○ Resolving reported Simulation Test issues 	5.6.4.6	5.6.4.6
111.	Simulation Test Support-2	<ul style="list-style-type: none"> • Support Simulation Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported Simulation Test Issues. ○ Resolving reported Simulation Test issues 	5.6.4.8	5.6.4.8
112.	Simulation Test Support-3	<ul style="list-style-type: none"> • Support Simulation Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported Simulation Test Issues. ○ Resolving reported Simulation Test issues 	5.6.4.10	5.6.4.10
113.	Security & Workflow Setup-1	<ul style="list-style-type: none"> • Define and review security and workflow rules with County staff. 	5.7.2.1	5.7.2.6
		<ul style="list-style-type: none"> • Support security and workflow table setups as stated in the Project Plan. 	5.7.2.5	
114.	Security & Workflow Setup-2	<ul style="list-style-type: none"> • Define and review security and workflow rules with County staff. 	5.7.2.2	5.7.2.8
		<ul style="list-style-type: none"> • Support security and workflow table setups as stated in the Project Plan. 	5.7.2.7	
115.	System Administration Training	<ul style="list-style-type: none"> • Prepare system administration training materials for the following areas: <ul style="list-style-type: none"> ○ Ongoing administration of reference tables 	5.7.3.1.4	5.7.3.1.4

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
		<ul style="list-style-type: none"> ○ Ongoing user administration, including establishing and maintaining user IDs, as well as security and workflow profiles. ○ Overview of jobs and job streams 		
116.	End User Training Materials - General	<ul style="list-style-type: none"> ● eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	5.7.3.2.1.6	5.7.3.2.1.6
117.	End User Training Materials – Benefits Administration	<ul style="list-style-type: none"> ● eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	5.7.3.2.1.8	5.7.3.2.1.8
118.	End User Training Materials – Payroll and Payroll Accounting Management	<ul style="list-style-type: none"> ● eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	5.7.3.2.1.10	5.7.3.2.1.10

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
119.	Trainer Training	<ul style="list-style-type: none"> • Administer the Co-trainer program as described in the Training Plan to include: <ul style="list-style-type: none"> ○ Preparing and conducting Co-trainer orientation sessions and workshops. ○ Preparing and conducting training rehearsals. 	5.7.3.2.2.5	5.7.3.2.2.5
120.	End User Training Support-1	<ul style="list-style-type: none"> • Support the County in training end users by having one CGI-AMS staff member in each Instructor Led Training course as identified in Appendix K-6. 	5.7.3.2.3.6	5.7.3.2.3.6
121.	End User Training Support-2	<ul style="list-style-type: none"> • Support the County in training end users by having one CGI-AMS staff member in each Instructor Led Training course as identified in Appendix K-6. 	5.7.3.2.3.8	5.7.3.2.3.8
122.	End User Training Support-3	<ul style="list-style-type: none"> • Support the County in training end users by having one CGI-AMS staff member in each Instructor Led Training course as identified in Appendix K-6. 	5.7.3.2.3.10	5.7.3.2.3.10
123.	AMS Advantage User Documentation	<ul style="list-style-type: none"> • Updated Advantage User Documentation for Payroll and Payroll Accounting Management. 	5.7.4.1.6	5.7.4.1.6
124.	AMS Advantage System Documentation	<ul style="list-style-type: none"> • Updated Advantage System Documentation for Payroll and Payroll Accounting Management. 	5.7.4.2.6	5.7.4.2.6
125.	eHR Operations Documentation Support	<ul style="list-style-type: none"> • Support development of County Operations Documentation by: <ul style="list-style-type: none"> ○ Reviewing updates to operations documentation for eHR. ○ Assisting in providing software functional knowledge to County teams to update operations documentation. 	5.7.4.3.5	5.7.4.3.5
126.	eHR Procedures Manual Support	<ul style="list-style-type: none"> • Support development of County HRM Procedures Manual by: <ul style="list-style-type: none"> ○ Reviewing and incorporating desk procedures into eHR training manuals and user documentation. ○ Assisting in providing software functional knowledge to County teams to validate and refine policies and desk procedures 	5.7.5.1.7	5.7.5.1.7
127.	Implementation /End User Readiness	<ul style="list-style-type: none"> • Support implementation readiness assessment by assisting the County to: <ul style="list-style-type: none"> ○ Monitor the progress of 	5.7.5.2.3.9	5.7.5.2.3.9

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Assessment Support	<ul style="list-style-type: none"> implementation readiness items ○ Identify and escalate issues and delays ○ Implement corrective actions as necessary 		
128.	Version Synchronization Integrated System Test Plan, Scripts and Results	<ul style="list-style-type: none"> ○ Developed and Executed Test scripts and results 	5.8.3.1.5	5.8.3.1.5
129.	Version Synchronization User Acceptance Test Support	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues ○ Resolving reported User Acceptance Test Issues 	5.8.3.2.6	5.8.3.2.6
130.	Version Synchronization Production Cutover Script	<ul style="list-style-type: none"> • Cutover planning and script development 	5.8.4.1	5.8.4.2
131.	Version Synchronization Production Cutover Support	<ul style="list-style-type: none"> • Support for Production Cutover 	5.8.4.4	5.8.4.5

6. Create: Core HR Implementation

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
132.	Core HR Implementation Project Team Kick-off Meeting	<ul style="list-style-type: none"> • Core HR Project Team Kick-off presentation materials. 	6.1.4	6.1.6
		<ul style="list-style-type: none"> • One (1) kick-off presentation to HRM Phase III Subproject 6 team. 	6.1.5	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
133.	AMS Advantage 3, 3rd Party Tools Installation - System Test Environment (Core HR)	<ul style="list-style-type: none"> • Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the System Test Environment. • Delivery of software licenses and demonstrate that installed baseline Advantage 3 software modules can be accessed in the System Test Environment. 	6.2.1.1.2	6.2.1.1.5
134.	Policy and Procedure development support-5	<ul style="list-style-type: none"> • Support the development of County Policy and Procedures per the Project Plan by: • Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	6.3.4	6.3.5
135.	Policy and Procedure development support-6	<ul style="list-style-type: none"> • Support the development of County Policy and Procedures per the Project Plan by: • Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	6.3.6	6.3.7
136.	Policy and Procedure development support-7	<ul style="list-style-type: none"> • Support the development of County Policy and Procedures per the Project Plan by: • Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	6.3.8	6.3.9
137.	Policy and Procedure development support-8	<ul style="list-style-type: none"> • Support the development of County Policy and Procedures per the Project Plan by: • Assisting in providing software functional knowledge to County team to validate and refine policies and procedures. 	6.3.10	6.3.11
138.	Data Cleansing Plan (Core HR)	<ul style="list-style-type: none"> • eHR Data Cleansing Plan comprised of the following components: <ul style="list-style-type: none"> ○ List of the tables within eHR modules that need to be populated for Production. ○ Source data for these tables ○ Layout of tables needed for loading ○ Procedures for data cleansing and preparation. 	6.4.1.1	6.4.1.5
139.	Data Cleansing Support-5	<ul style="list-style-type: none"> • Support the development of Data Cleansing per the Project Plan by: • Assisting in providing software functional knowledge to County team to validate and cleanse data. 	6.4.1.8	6.4.1.9
140.	Data Cleansing Support-6	<ul style="list-style-type: none"> • Support the development of Data Cleansing per the Project Plan by: • Assisting in providing software functional 	6.4.1.10	6.4.1.11

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
		knowledge to County team to validate and cleanse data.		
141.	Data Cleansing Support-7	<ul style="list-style-type: none"> Support the development of Data Cleansing per the Project Plan by: Assisting in providing software functional knowledge to County team to validate and cleanse data. 	6.4.1.12	6.4.1.13
142.	Data Cleansing Support-8	<ul style="list-style-type: none"> Support the development of Data Cleansing per the Project Plan by: Assisting in providing software functional knowledge to County team to validate and cleanse data. 	6.4.1.14	6.4.1.15
143.	Reference Data Support for Production-5	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	6.5.8	6.5.9
144.	Reference Data Support for Production-6	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	6.5.10	6.5.11
145.	Reference Data Support for Production-7	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	6.5.12	6.5.13
146.	Reference Data Support for Production-8	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	6.5.14	6.5.15
147.	Reference Data Support for Production-9	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	6.5.16	6.5.17
148.	Reference Data Support for Production-10	<ul style="list-style-type: none"> Support the County set-up and testing of Reference Data tables for Production implementation as stated in the Project Plan. 	6.5.18	6.5.19
149.	Inbound Interface Designs - Personnel	<ul style="list-style-type: none"> Inbound interface mappings and file formats. PDI Transformation rules. 	6.6.1.1.1.1	6.6.1.1.1.5
150.	Inbound Interface Designs - Other	<ul style="list-style-type: none"> Inbound interface mappings and file formats. PDI Transformation rules. 	6.6.1.1.2.1	6.6.1.1.2.5

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
151.	Inbound Interface Software – Personnel	<ul style="list-style-type: none"> • Developed Inbound Interface software. • Unit Test Inbound Interface software. 	6.6.1.2.1.1	6.6.1.2.1.3
152.	Inbound Interface Software - Other	<ul style="list-style-type: none"> • Developed Inbound Interface software. • Unit Test Inbound Interface software. 	6.6.1.2.2.1	6.6.1.2.2.3
153.	Outbound Interface Software – Personnel	<ul style="list-style-type: none"> • Developed Outbound Interface software. • Unit Test Outbound Interface software. 	6.6.1.4.1.1	6.6.1.4.1.3
154.	Outbound Interface Software - Other	<ul style="list-style-type: none"> • Developed Outbound Interface software. • Unit Test Outbound Interface software. 	6.6.1.4.2.1	6.6.1.4.2.3
155.	eHR Conversion Plan (Core HR)	<ul style="list-style-type: none"> • eHR Conversion Plan comprised of the following components for each functional module: <ul style="list-style-type: none"> ○ List of tables within the modules that need to be populated for production ○ Source data for these tables (source systems and files) ○ Data integrity rules for the final version of the tables ○ Data conversion timing and sequence ○ Required control reporting ○ An indication of the proposed conversion method (automated or manual) ○ Testing strategy, conditions, and cycles ○ Detailed testing schedule ○ Participants (roles & responsibilities) ○ Procedures for database population and refresh • This plan shall support the County’s conversion requirements as outlined in Appendix E-6 and the Conversion Strategy developed during the Envision Phase. 	6.6.2.1.1	6.6.2.1.5
156.	Data Conversion Designs -	<ul style="list-style-type: none"> • Standard data conversion formats. • Data conversion data mappings and transformation rules. 	6.6.2.2.1.1	6.6.2.2.1.6

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Personnel	<ul style="list-style-type: none"> Data Conversion spreadsheets. 		
157.	Data Conversion Designs - Other	<ul style="list-style-type: none"> Standard data conversion formats. Data conversion data mappings and transformation rules. Data Conversion spreadsheets. 	6.6.2.2.2.1	6.6.2.2.2.6
158.	Data Conversion Software - Personnel	<ul style="list-style-type: none"> Developed Data Conversion Software. Unit Tested Data Conversion Software. 	6.6.2.3.1.1	6.6.2.3.1.6
		<ul style="list-style-type: none"> Loaded Data in Conversion environment. 	6.6.2.3.1.4	
159.	Data Conversion Software - Other	<ul style="list-style-type: none"> Developed Data Conversion Software. Unit Tested Data Conversion Software. 	6.6.2.3.2.1	6.6.2.3.2.6
		<ul style="list-style-type: none"> Loaded Data in Conversion environment. 	6.6.2.3.2.4	
160.	Report Analysis Crosswalk of County Reports - Iteration 3	<ul style="list-style-type: none"> Analyze County reports in preparation for Cognos Framework Manager Model Development by: <ul style="list-style-type: none"> Complete a crosswalk between reports and data warehouse fields Complete selection criteria mapping 	6.6.3.3.1.1	6.6.3.3.1.4
			6.6.3.3.1.2	
161.	Report Analysis Crosswalk of County Reports - Iteration 4	<ul style="list-style-type: none"> Analyze County reports in preparation for Cognos Framework Manager Model Development by: <ul style="list-style-type: none"> Complete a crosswalk between reports and data warehouse fields Complete selection criteria mapping 	6.6.3.3.2.1	6.6.3.3.2.4
			6.6.3.3.2.2	
162.	Report Analysis Crosswalk of County Reports - Iteration 5	<ul style="list-style-type: none"> Analyze County reports in preparation for Cognos Framework Manager Model Development by: <ul style="list-style-type: none"> Complete a crosswalk between reports and data warehouse fields Complete selection criteria mapping 	6.6.3.3.3.1	6.6.3.3.3.4
			6.6.3.3.3.2	
163.	Report Analysis Crosswalk of County Reports - Iteration 6	<ul style="list-style-type: none"> Analyze County reports in preparation for Cognos Framework Manager Model Development by: <ul style="list-style-type: none"> Complete a crosswalk between reports and data warehouse fields Complete selection criteria mapping 	6.6.3.3.4.1	6.6.3.3.4.4
			6.6.3.3.4.2	
164.	Updated InfoAdvantage Data Model (Core HR)	<ul style="list-style-type: none"> Designed and Developed changes to infoAdvantage data model. 	6.6.3.4.4	6.6.3.4.5
165.	Updated eHR Data Warehouse	<ul style="list-style-type: none"> Designed and Developed changes to logical and physical database for eHR 	6.6.3.4.8.1	6.6.3.4.9
			6.6.3.4.8.2	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	(Core HR)		6.6.3.4.8.3	
166.	Updated infoAdvantage ETL Designs (Core HR)	<ul style="list-style-type: none"> Updated designs for infoAdvantage ETL software 	6.6.3.5.1.5	6.6.3.5.1.5
167.	Updated infoAdvantage ETL Software (Core HR)	<ul style="list-style-type: none"> Updated infoAdvantage software 	6.6.3.5.2.4	6.6.3.5.2.4
168.	Master Framework Manager Model	<ul style="list-style-type: none"> Developed Framework Manager Model 	6.6.3.6.1.1	6.6.3.6.1.2
169.	COGNOS Framework Model / Package 3	<ul style="list-style-type: none"> Developed COGNOS Package #3 	6.6.3.6.2.1.1	6.6.3.6.2.1.2
170.	COGNOS Framework Model / Package 4	<ul style="list-style-type: none"> Developed COGNOS Package #4 	6.6.3.6.2.2.1	6.6.3.6.2.2.2
171.	COGNOS Framework Model / Package 5	<ul style="list-style-type: none"> Developed COGNOS Package #5 	6.6.3.6.2.3.1	6.6.3.6.2.3.2
172.	eHR Report Designs - Iteration 3 (100 Reports)	<ul style="list-style-type: none"> Designs for 100 Reports 	6.6.3.7.1.1.1	6.6.3.7.1.1.5
173.	eHR Report Designs - Iteration 4 (75 Reports)	<ul style="list-style-type: none"> Designs for 75 Reports 	6.6.3.7.1.2.1	6.6.3.7.1.2.5
174.	eHR Report Designs - Iteration 5 (50 Reports)	<ul style="list-style-type: none"> Designs for 50 Reports 	6.6.3.7.1.3.1	6.6.3.7.1.3.5

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
175.	eHR Report Software – Iteration 3 (100 Reports)	• Test scripts and results for 100 reports	6.6.3.7.2.1.1	6.6.3.7.2.1.3
		• Developed software for 100 reports	6.6.3.7.2.1.2	
176.	eHR Report Software – Iteration 4 (175 Reports)	• Test scripts and results for 75 reports	6.6.3.7.2.2.1	6.6.3.7.2.2.3
		• Developed software for 75 reports	6.6.3.7.2.2.2	
177.	eHR Report Software – Iteration 5 (50 Reports)	• Test scripts and results for 50 reports	6.6.3.7.2.3.1	6.6.3.7.2.3.3
		• Developed software for 50 reports	6.6.3.7.2.3.2	
178.	Integrated System Test Plan, Scripts & Results (Core HR)	• Developed and Executed Test Plan and Scripts.	6.7.1.6	6.7.1.6
179.	Advantage 3, 3rd Party Tools Installation – Acceptance Test Environment (Core HR)	<ul style="list-style-type: none"> • Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party in the Acceptance Test Environment. • Delivery of software licenses and demonstrate that installed baseline Advantage 3 software can be accessed in the Acceptance Test Environment. 	6.7.2.1.5	6.7.2.1.5
180.	User Acceptance Test Support-1	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues ○ Resolving reported User Acceptance Test Issues 	6.7.2.2.9	6.7.2.2.9
181.	User Acceptance Test Support-2	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues ○ Resolving reported User Acceptance Test Issues 	6.7.2.2.11	6.7.2.2.11
182.	User Acceptance Test Support-3	<ul style="list-style-type: none"> • Support User Acceptance Test as stated in the Project Plan to include: <ul style="list-style-type: none"> ○ Reviewing and responding to reported User Acceptance Test Issues • Resolving reported User Acceptance Test Issues 	6.7.2.2.13	6.7.2.2.13

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
183.	Security and Workflow Plan Support - Updated	<ul style="list-style-type: none"> • Support County staff in developing the Security Plan per the Project Plan by: <ul style="list-style-type: none"> ○ Assisting the County in defining and reviewing security and workflow rules • Assisting in providing software functional knowledge to County team 	6.8.1.1.6	6.8.1.1.7
184.	Security & Workflow Setup Support - Client Iteration Test	<ul style="list-style-type: none"> • Support the County set-up and testing of security tables for Client Iteration Test per the Project Plan 	6.8.1.2.3	6.8.1.2.4
185.	Security & Workflow Setup Support-3	<ul style="list-style-type: none"> • Define and review security and workflow rules with County staff. 	6.8.3.6	6.8.3.6
		<ul style="list-style-type: none"> • Support security and workflow table setups as stated in the Project Plan. 	6.8.3.5	
186.	Security & Workflow Setup Support-4	<ul style="list-style-type: none"> • Define and review security and workflow rules with County staff. 	6.8.3.8	6.8.3.8
		<ul style="list-style-type: none"> • Support security and workflow table setups as stated in the Project Plan. 	6.8.3.7	
187.	System Administration Training - Updated	<ul style="list-style-type: none"> • Prepare system administration training materials for the following areas: <ul style="list-style-type: none"> ○ Ongoing administration of reference tables ○ Ongoing user administration, including establishing and maintaining user IDs, as well as security and workflow profiles. ○ Overview of jobs and job streams 	6.8.4.2.4	6.8. 4.2.4
188.	End User Training Materials – General (Updated)	<ul style="list-style-type: none"> • eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	6.8.4.3.1.6	6.8.4.3.1.6

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
189.	End User Training Materials – Position Control	<ul style="list-style-type: none"> • eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	6.8.4.3.1.8	6.8.4.3.1.8
190.	End User Training Materials – Personnel Administration	<ul style="list-style-type: none"> • eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	6.8.4.3.1.10	6.8.4.3.1.10
191.	End User Training Materials – Time and Attendance	<ul style="list-style-type: none"> • eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	6.8.4.3.1.12	6.8.4.3.1.12

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
192.	End User Training Materials – Employee Self Service	<ul style="list-style-type: none"> • eHR Training Manuals and materials for the courses described in the Training Plan including: <ul style="list-style-type: none"> ○ Training Manuals comprised of updated user documentation based on desk procedures developed by the County and baseline AMS Advantage training manuals. ○ Computer Based Training courses for identified courses in the Training Plan ○ Webinars for courses identified in the Training Plan 	6.8.4.3.1.14	6.8.4.3.1.14
193.	Trainer Training (Core HR)	<ul style="list-style-type: none"> • Administer the Co-trainer program as described in the Training Plan to include: <ul style="list-style-type: none"> ○ Preparing and conducting Co-trainer orientation sessions and workshops. ○ Preparing and conducting training rehearsals. 	6.8.4.3.2.5	6.8.4.3.2.5
194.	End User Training Support-4	<ul style="list-style-type: none"> • Support the County in training end users by having one CGI-AMS staff member in each Instructor Led Training course as identified in Appendix K-6. 	6.8.4.3.3.6	6.8.4.3.3.6
195.	End User Training Support-5	<ul style="list-style-type: none"> • Support the County in training end users by having one CGI-AMS staff member in each Instructor Led Training course as identified in Appendix K-6. 	6.8.4.3.3.8	6.8.4.3.3.8
196.	End User Training Support-6	<ul style="list-style-type: none"> • Support the County in training end users by having one CGI-AMS staff member in each Instructor Led Training course as identified in Appendix K-6. 	6.8.4.3.3.10	6.8.4.3.3.10
197.	AMS Advantage User Documentation - Updated	<ul style="list-style-type: none"> • Updated Advantage User Documentation for Position Control, Personnel, Benefits, Employee Self Service and Time and Attendance. 	6.8.5.1.6	6.8.5.1.6
198.	AMS Advantage System Documentation - Updated	<ul style="list-style-type: none"> • Updated Advantage System Documentation for Position Control, Personnel, Benefits, Employee Self Service and Time and Attendance. 	6.8.5.2.6	6.8.5.2.6

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
199.	eHR Operations Documentation Support - Updated	<ul style="list-style-type: none"> • Support development of County Operations Documentation by: <ul style="list-style-type: none"> ○ Reviewing updates to operations documentation for eHR. • Assisting in providing software functional knowledge to County teams to update operations documentation. 	6.8.5.3.5	6.8.5.3.5
200.	eHR Procedures Manual Support - Updated	<ul style="list-style-type: none"> • Support development of County HRM Procedures Manual by: <ul style="list-style-type: none"> ○ Reviewing and incorporating desk procedures into eHR training manuals and user documentation. • Assisting in providing software functional knowledge to County teams to validate and refine policies and desk procedures 	6.8.6.1.7	6.8.6.1.7
201.	Implementation /End User Readiness Assessment Support (Core HR)	<ul style="list-style-type: none"> • Support implementation readiness assessment by assisting the County to: <ul style="list-style-type: none"> ○ Monitor the progress of implementation readiness items ○ Identify and escalate issues and delays • Implement corrective actions as necessary 	6.8.6.2.3.9	6.8.6.2.3.9

7. Achieve: AMS Advantage Talent Management

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
202.	Talent Management Production Cutover Script-Rollout 1	<ul style="list-style-type: none"> • AMS Advantage Talent Management Production cutover script. 	7.1.3.1.5	7.1.3.1.5
203.	Talent Management Production Cutover Support- Rollout 1	<ul style="list-style-type: none"> • Conversion of necessary records into production is completed • System is available for production use 	7.1.3.9	7.1.3.9
204.	Talent Management Post-Implementation Support - Rollout 1, Month 1	<ul style="list-style-type: none"> • Post-implementation support services – Month 1 	7.1.4.1	7.1.4.2

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
205.	Talent Management Post-Implementation Support - Rollout 1, Month 2	<ul style="list-style-type: none"> Post-implementation support services – Month 2 	7.1.4.3	7.1.4.4
206.	Talent Management Post-Implementation Support - Rollout 1, Month 3	<ul style="list-style-type: none"> Post-implementation support services – Month 3 	7.1.4.5	7.1.4.6
207.	Talent Management Production Cutover Script- Rollout 2	<ul style="list-style-type: none"> AMS Advantage Management Production cutover script. 	7.2.3.1.5	7.2.3.1.5
208.	Talent Management Production Cutover Support- Rollout 2	<ul style="list-style-type: none"> Conversion of necessary records into production is completed System is available for production use 	7.2.3.9	7.2.3.9
209.	Talent Management Post-Implementation Support - Rollout 2, Month 1	<ul style="list-style-type: none"> Post-implementation support services 	7.2.4.1	7.2.4.2
210.	Talent Management Production Cutover Script- Rollout 3	<ul style="list-style-type: none"> AMS Advantage Management Production cutover script. 	7.3.3.1.5	7.3.3.1.5
211.	Talent Management Production Cutover Support- Rollout 3	<ul style="list-style-type: none"> Conversion of necessary records into production is completed System is available for production use 	7.3.3.9	7.3.3.9
212.	Talent Management Post-Implementation Support -	<ul style="list-style-type: none"> Post-implementation support services 	7.3.4.1	7.3.4.2

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
	Rollout 3, Month 1			
213.	Talent Management Production Cutover Script-Rollout 4	<ul style="list-style-type: none"> AMS Advantage Management Production cutover script. 	7.4.3.1.5	7.4.3.1.5
214.	Talent Management Production Cutover Support- Rollout 4	<ul style="list-style-type: none"> Conversion of necessary records into production is completed System is available for production use 	7.4.3.9	7.4.3.9
215.	Talent Management Post-Implementation Support - Rollout 4, Month 1	<ul style="list-style-type: none"> Post-implementation support services 	7.4.4.1	7.4.4.2

8. Achieve: Payroll

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
216.	Payroll Production Control Cutover Script	<ul style="list-style-type: none"> eHR Payroll Production cutover script. 	8.1.1.5	8.1.1.5
217.	Payroll Production Cutover Support	<ul style="list-style-type: none"> Support for Production Cutover Rehearsal 	8.1.2	8.1.10
		<ul style="list-style-type: none"> Technical Support during production cutover 	8.1.8	
		<ul style="list-style-type: none"> Hand-off operations to County staff 	8.1.9	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
218.	Payroll Post-Implementation Support Month 1	<ul style="list-style-type: none"> Post-implementation support services – Month 1 	8.2.2	8.2.2
219.	Payroll Post-Implementation Support Month 2	<ul style="list-style-type: none"> Post-implementation support services – Month 2 	8.2.4	8.2.4
220.	Payroll Post-Implementation Support Month 3	<ul style="list-style-type: none"> Post-implementation support services – Month 3 	8.2.6	8.2.6
221.	Payroll Post-Implementation Support Month 4	<ul style="list-style-type: none"> Post-implementation support services – Month 4 	8.2.8	8.2.8

9. Achieve: Core HR

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
222.	AMS Advantage 3, 3rd Party Tools Installation - Mock Production Environment	<ul style="list-style-type: none"> Installation of the latest version of the Advantage 3 HRM software modules, and applicable 3rd party software in the Mock Production Environment. Delivery of software licenses and demonstrate that installed baseline Advantage 3 software can be accessed in the Mock Production Environment. 	9.1.2	9.1.5
223.	Core HR Production Cutover Script	<ul style="list-style-type: none"> eHR Production cutover script. 	9.2.1.5	9.2.1.5
224.	Core HR Production Cutover Support	<ul style="list-style-type: none"> Support for Production Cutover Rehearsal 	9.2.2	9.2.10
		<ul style="list-style-type: none"> Technical Support during production cutover 	9.2.8	
		<ul style="list-style-type: none"> Hand-off operations to County staff 	9.2.9	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
225.	Core HR Post-Implementation Support Month 1	<ul style="list-style-type: none"> Post-implementation support services – Month 4 	9.3.1	9.3.2
226.	Core HR Post-Implementation Support Month 2	<ul style="list-style-type: none"> Post-implementation support services – Month 5 	9.3.3	9.3.4
227.	Core HR Post-Implementation Support Month 3	<ul style="list-style-type: none"> Post-implementation support services – Month 6 	9.3.5	9.3.6

10. Advantage Port to RHEL

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
228.	Port Assessment Document	<ul style="list-style-type: none"> Document outlining the software versions to be upgraded and any dependencies necessary to certify the target platform. 	10.1.2	10.1.2
229.	Updated Port Assessment Document	<ul style="list-style-type: none"> Port Assessment Document updated to outline impacted system areas. 	10.2.5	10.2.5
230.	Performance Benchmark test Plan and Results	<ul style="list-style-type: none"> Performance Benchmark Test Plan. Performance Benchmark Test Results. 	10.3.3	10.3.3
231.	Final Certified Software with Documentation	<ul style="list-style-type: none"> Final Certified Software with Documentation. 	10.4.3	10.4.3

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Appendix B-6 – Project Plan

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ID	Task Name	06	2007		2008		2009		2010		2011		2012			
			H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2			
0	HRM IMPLEMENTATION SUBPROJECT 6		[Summary bar spanning H1 2007 to H1 2012]													
1	1 PLANNING & MANAGEMENT		[Summary bar spanning H1 2007 to H1 2012]													
2	1.1 eHR Implementation Project Control Document (incl. plan, PM strategies, etc.)		[Summary bar spanning H1 2007 to H1 2012]													
3	1.1.1 Finalize Roles & Responsibilities and Project Plan			[Task bar]												
4	1.1.2 Establish Project Management Standards and Tools			[Task bar]												
5	1.1.3 Update Strategies for: Communication, Risk Mitigation, & Change Control			[Task bar]												
6	1.1.4 Review Project Control Document			[Task bar]												
7	1.1.5 Update Project Control Document			[Task bar]												
8	1.1.6 Approve Project Control Document			[Task bar]												
9	1.1.7 CGI-AMS Deliverable: eCAPS Phase III - eHR Project Control Document			[Milestone diamond]												
10	1.2 Project Team Operations		[Summary bar spanning H1 2007 to H1 2012]													
11	1.2.1 Provide Project Management Oversight / Maintain Project Plan			[Task bar]												
12	1.2.2 Provide Quality & Risk Management			[Task bar]												
13	1.2.3 Develop HRM Bi-Weekly and Monthly Status Reports			[Task bar]												
14	1.2.4 CGI-AMS Deliverables: Monthly Status Reports			[Task bar]												
15	1.3 AMS Advantage Core HR Implementation (CWTAPPS Replacement) Validation of Plan															
16	1.3.1 Perform validation of remaining project plan tasks and dates															
17	1.3.2 Review results of effort															
18	1.3.3 Conduct Final work sessions to discuss direction and recommend any changes to plan															
19	2 CREATE: AMS Advantage Talent Management Software Modification		[Summary bar spanning H1 2007 to H1 2012]													
20	2.1 Modification Planning Meetings		[Summary bar spanning H1 2007 to H1 2012]													
21	2.1.1 Modification Planning Meetings planning			[Task bar]												
22	2.1.2 Modification planning Meetings Sessions			[Task bar]												
23	2.1.3 Iterative meetings			[Task bar]												
24	2.1.4 CGI-AMS Deliverable: Talent Management Final Process Map - Rollout 1			[Milestone diamond]												
25	2.2 Technical Environment Set-Up		[Summary bar spanning H1 2007 to H1 2012]													
26	2.2.1 Establish Hosted Development Environment			[Task bar]												
27	2.2.2 Establish Hosted QA Environment			[Task bar]												
28	2.3 Reference Data Setup		[Summary bar spanning H1 2007 to H1 2012]													
29	2.3.1 Update System Reference Data Setup (for Modification Testing)			[Task bar]												
30	2.4 Software Construction		[Summary bar spanning H1 2007 to H1 2012]													
31	2.4.1 Develop Concept Papers			[Task bar]												
32	2.4.2 Review Concept Papers			[Task bar]												
33	2.4.3 Update Concept Papers			[Task bar]												
34	2.4.4 Approve Concept Papers			[Task bar]												
35	2.4.5 CGI-AMS Deliverable: Talent Management Completed Concept Papers			[Milestone diamond]												
36	2.4.6 Develop Functional Designs			[Task bar]												
37	2.4.7 Review Functional Designs			[Task bar]												

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
38	2.4.8 Update Functional Designs													
39	2.4.9 Approve Functional Designs													
40	2.4.10 CGI-AMS Deliverable: Talent Management Functional Designs													
41	2.4.11 Develop Technical Designs													
42	2.4.12 Develop Software and Conduct Unit Tests													
43	2.4.13 System/End to End Test													
44	2.4.14 CGI-AMS Deliverable: Talent Management Application Software Modifications													
45	2.5 Policy and Procedures Analysis													
46	2.5.1 Plan Policy and Procedure Development													
47	2.5.2 Document Policy and Procedure Changes													
48	2.5.3 County Obligation: Updated Documented Policy and Procedures													
49														
50	3 CREATE: AMS Advantage Talent Management Implementation													
51	3.1 Talent Management Rollout 1													
52	3.1.1 Rollout Implementation Planning													
53	3.1.1.1 Preparation													
54	3.1.1.1.1 Pre-Kick-Off Call													
55	3.1.1.1.1 External													
56	3.1.1.1.1.1 Set up Client call w/ appropriate attendees													
57	3.1.1.1.1.2 Develop presentation													
58	3.1.1.1.1.3 Client Pre-Kick-off Conference call													
59	3.1.1.1.2 Prep for Kick-off session													
60	3.1.1.1.2.1 General													
61	3.1.1.1.2.1.1 Work w/ client to ensure have requirements for training facilities													
62	3.1.1.1.2.1.2 Schedule training and conference rooms													
63	3.1.1.1.2.1.3 Determine and communicate time for kick-off week													
64	3.1.1.1.2.1.4 Create agenda for whole kick-off													
65	3.1.1.1.2.1.5 Prepare Hands-on training													
66	3.1.1.1.2.1.6 Send out training materials to client site													
67	3.1.1.1.2.1.7 set up for demo site													
68	3.1.1.1.2.1.8 customize training presentation													
69	3.1.1.1.2.2 Updated Process Mapping Prep													
70	3.1.1.1.2.2.1 Deliver client surveys completed from client to IC													
71	3.1.1.1.2.2.2 Create process mapping presentation based on client worksheets													
72	3.1.1.1.2.2.3 CGI-AMS Deliverable: Talent Management Process Map - Rollout 1													
73	3.1.1.1.2.3 Implementation Meeting Prep													
74	3.1.1.1.2.3.1 Create agenda for the implementation planning session													
75	3.1.1.1.2.3.2 Send implementation workbooks to client site													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
76	3.1.1.1.2.3.3 Evaluate existing requirements to define questions to be asked during kick-off													
77	3.1.1.1.2.3.4 Customize the implementation planning presentation													
78	3.1.1.1.2.3.5 Develop high level project plan as basis for implementation planning session with clients													
79	3.1.1.1.3 Kick-off Meeting													
80	3.1.1.1.3.1 Hands on training													
81	3.1.1.1.3.2 Process Mapping exercise													
82	3.1.1.1.3.3 Validate Rollout Plan													
83	3.1.1.1.3.4 Review kick-off notes and follow-up													
84	3.1.1.2 Implementation Readiness Sessions													
85	3.1.1.2.1 Communicate requirements for meeting to client so they are prepared													
86	3.1.1.2.2 Prepare all materials for session													
87	3.1.1.2.3 Communication Planning Session													
88	3.1.1.2.4 Training Strategy Session													
89	3.1.1.2.5 Data Migration Strategy Session													
90	3.1.1.2.6 Assessment Strategy Planning													
91	3.1.1.2.7 Reporting and Metrics Planning Session													
92	3.1.1.2.8 Acceptance Testing Strategy Session													
93	3.1.1.2.9 Talent Gateways (Candidate Portal) Strategy Session													
94	3.1.1.2.10 Regulatory and Data Privacy Planning													
95	3.1.1.2.11 Document Results													
96	3.1.1.2.12 Update Process Map													
97	3.1.1.2.13 CGI-AMS Deliverable: Talent Management Updated Process Map - Rollout 1													
98	3.1.1.3 Work Team Design Sessions													
99	3.1.1.3.1 Requisitions and Job Codes													
100	3.1.1.3.1.1 Complete & Submit Job Requisition Setup Worksheet 1 (Evergreen)													
101	3.1.1.3.1.2 Complete & Submit Job Requisition Setup Worksheet 2 (Evergreen)													
102	3.1.1.3.1.3 Complete & Submit Job Requisition Setup Worksheet 3 (Evergreen)													
103	3.1.1.3.1.4 Complete & Submit Job Requisition Setup Worksheet 4 (Evergreen)													
104	3.1.1.3.1.5 Complete and Submit completed Job Req Add'l Decisions Worksheet (Word)													
105	3.1.1.3.1.6 Return completed Job Code Worksheet (Excel)													
106	3.1.1.3.1.7 County Obligation: Completed Requisition and Job Code worksheets													
107	3.1.1.3.2 Talent Gateway and Source Codes													
108	3.1.1.3.2.1 Develop requirements and documentation for GQ functionality													
109	3.1.1.3.2.2 Submit completed Basic Talent Gateway Questions - Add Candidate													
110	3.1.1.3.2.3 Submit Talent Gateway Questions Worksheet													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
111	3.1.1.3.2.4 Submit Source Code Setup Worksheet (Excel)													
112	3.1.1.3.2.5 Submit Basic Talent Gateway Setup Worksheet (Word) - Add Candidate (up to 5)													
113	3.1.1.3.2.6 Submit Talent Gateway Setup Worksheet - External Site (up to 2)													
114	3.1.1.3.2.7 Submit Talent Gateway Setup Worksheet - Internal Site (up to 2)													
115	3.1.1.3.2.8 County Obligation: Completed Talent Gateway worksheets													
116	3.1.1.3.2.9 Configure gateway questionnaire													
117	3.1.1.3.3 Users, Tracking Logic, and Correspondence													
118	3.1.1.3.3.1 Users													
119	3.1.1.3.3.1.1 Submit Completed Enterprise User Setup Worksheet													
120	3.1.1.3.3.1.2 Submit Completed User Privileges													
121	3.1.1.3.3.2 Tracking Logic													
122	3.1.1.3.3.2.1 Smart Approver worksheet													
123	3.1.1.3.3.2.2 Create Tracking Logic worksheet (up to 5)													
124	3.1.1.3.3.2.3 Verify Tracking Logic Setup Worksheet													
125	3.1.1.3.3.3 County Obligation: Completed worksheets													
126	3.1.1.3.4 Security													
127	3.1.1.3.4.1 Complete security worksheet													
128	3.1.1.3.4.2 County Obligation: Completed worksheet													
129	3.1.1.3.5 Candidate Forms													
130	3.1.1.3.5.1 Submit completed Forms Setup Worksheet Forms 1-10													
131	3.1.1.3.5.2 Submit completed Forms Setup Education Work History - Integration													
132	3.1.1.3.5.3 Submit completed Forms License and Certification - Integration													
133	3.1.1.3.5.4 Submit completed Forms Setup Worksheet Work History - Integration													
134	3.1.1.3.5.5 Submit completed Forms Setup Worksheet Address and Contact - Integration													
135	3.1.1.3.5.6 Submit completed Forms Setup Worksheet Onboarding/New Hire - Integration													
136	3.1.1.3.5.7 County Obligation: Completed Candidate Form worksheets													
137	3.1.1.4 Data Conversion													
138	3.1.1.4.1 Data Cleansing Plan													
139	3.1.1.4.1.1 Develop Data Cleansing Plan													
140	3.1.1.4.1.2 CGI-AMS Deliverable: Talent Management Data Cleansing Plan - Rollout 1													
141	3.1.1.4.1.3 Execute Talent Management Data Cleansing Plan													
142	3.1.1.4.1.4 Support Talent Management Data Cleansing Plan Execution													
143	3.1.1.4.1.5 County Obligation: Cleansed Data													
144	3.1.1.4.1.6 CGI-AMS Deliverable: Talent Management Data Cleansing Support - Rollout 1													
145	3.1.1.4.2 Data Conversion Plan													
146	3.1.1.4.2.1 Develop Conversion Plan													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
147	3.1.1.4.2.2 CGI-AMS: Talent Management Conversion Plan - Rollout 1			8/7										
148	3.1.2 Technical Environment Set-Up													
149	3.1.2.1 Establish Hosted UAT/Training Environment													
150	3.1.2.2 Establish Hosted Conversion/Staging Environment													
151	3.1.2.3 Establish Hosted Production Environment													
152	3.1.2.4 CGI-AMS Deliverable: Talent Management UAT/Training, Conversion/Staging, and Production Environments - Rollout 1			6/25										
153	3.1.3 Reference Tables Setup													
154	3.1.3.1 Set-up													
155	3.1.3.1.1 New Account Setup													
156	3.1.3.1.2 Create Enterprise Site													
157	3.1.3.1.3 Import Dummy Resumes													
158	3.1.3.1.4 Import Training IDs													
159	3.1.3.1.5 Assessment Configuration													
160	3.1.3.2 Requisitions and Job Codes													
161	3.1.3.2.1 Setup Requisition Form 1 in Workbench													
162	3.1.3.2.2 Setup Requisition Form 2 in Workbench													
163	3.1.3.2.3 Setup Requisition Form 3 in Workbench													
164	3.1.3.2.4 Setup Requisition Form 4 in Workbench													
165	3.1.3.2.5 Import Job Codes													
166	3.1.3.2.6 Test Requisition and Job Codes													
167	3.1.3.2.7 Changes to requisition Form configuration as needed													
168	3.1.3.2.8 Retest on requisition form													
169	3.1.3.3 Talent Gateway and Source Codes													
170	3.1.3.3.1 Import BTG Questions													
171	3.1.3.3.2 Import Talent Gateway Questions													
172	3.1.3.3.3 Import Source Codes													
173	3.1.3.3.4 Setup BTG Site													
174	3.1.3.3.5 Setup External TG Sites													
175	3.1.3.3.6 Setup Internal TG Sites													
176	3.1.3.3.7 Test Talent Gateways													
177	3.1.3.3.8 Changes to Gateway configuration as needed													
178	3.1.3.3.9 Retest Talent Gateways													
179	3.1.3.4 Tracking Logic, and Correspondence													
180	3.1.3.4.1 Tracking Logic													
181	3.1.3.4.1.1 Configure Smart approver													
182	3.1.3.4.1.2 Create Tracking Logic in Enterprise (up to 5)													
183	3.1.3.4.1.3 Test Tracking Logic													
184	3.1.3.4.1.4 Changes as required to tracking logic													
185	3.1.3.4.1.5 Retest tracking logic													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
186	3.1.3.4.2 Correspondence and Data Privacy													
187	3.1.3.4.2.1 Develop letters of correspondence in Enterprise													
188	3.1.3.4.2.2 Develop email Templates													
189	3.1.3.4.2.3 Test letters of correspondence and email templates													
190	3.1.3.4.2.4 Load up data privacy worksheet													
191	3.1.3.4.2.5 Test data privacy													
192	3.1.3.5 Final Configured UAT/Training Environment													
193	3.1.3.5.1 UAT/Training Walkthrough and Review													
194	3.1.3.5.2 Configuration Updates and Review													
195	3.1.3.5.3 UAT/Training Signoff by County													
196	3.1.3.5.4 CGI-AMS: Talent Management Configuration- Rollout 1													
197	3.1.4 Software Construction													
198	3.1.4.1 System Interfaces													
199	3.1.4.1.1 Inbound System Interfaces													
200	3.1.4.1.1.1 Develop Inbound Interface Designs													
201	3.1.4.1.1.2 Review Inbound Interface Designs													
202	3.1.4.1.1.3 Update Inbound Interface Designs													
203	3.1.4.1.1.4 Approve Inbound Interface Designs													
204	3.1.4.1.1.5 CGI-AMS Deliverable: Talent Management Inbound Interface Designs													
205	3.1.4.1.1.6 Develop and Unit Test Inbound Interfaces Programs													
206	3.1.4.1.1.7 System Test Inbound Interfaces Programs													
207	3.1.4.1.1.8 CGI-AMS Deliverable: Talent Management Inbound Interface Software													
208	3.1.4.1.2 Outbound System Interfaces													
209	3.1.4.1.2.1 Develop Outbound Interface Designs													
210	3.1.4.1.2.2 County Obligation: Talent Management Outbound Interface Designs													
211	3.1.4.1.2.3 Develop and Unit Test Outbound Interfaces Programs													
212	3.1.4.1.2.4 System Test Outbound Interfaces Programs													
213	3.1.4.1.2.5 CGI-AMS Deliverable: Talent Management Outbound Interface Software													
214	3.1.4.2 Data Conversion													
215	3.1.4.2.1 Candidate Conversion													
216	3.1.4.2.1.1 Develop Data Conversion Designs													
217	3.1.4.2.1.2 Review Conversion Designs													
218	3.1.4.2.1.3 Update Conversion Designs													
219	3.1.4.2.1.4 Approve Conversion Designs													
220	3.1.4.2.1.5 CGI-AMS Deliverable: Talent Management Conversion Designs - Rollout 1													
221	3.1.4.2.1.6 Create Sample Candidate Upload Conv. Data file (100 candidates)													
222	3.1.4.2.1.7 Map Candidate Upload Conv													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
223	3.1.4.2.1.8 Upload candidate upload conversion data into Staging													
224	3.1.4.2.1.9 Verify Candidate upload													
225	3.1.4.2.2 County Obligation: Verified Candidate Load													
226	3.1.4.2.3 CGI-AMS Deliverable: Talent Management Conversion Complete - Rollout 1													
227	3.1.4.2.4 Assessment Conversion													
228	3.1.4.2.4.1 Requirements Gathering													
229	3.1.4.2.4.1.1 Kickoff Meeting													
230	3.1.4.2.4.1.2 Implementation Meeting													
231	3.1.4.2.4.1.3 System Documentation & Data Gathering													
232	3.1.4.2.4.1.4 Sign off													
233	3.1.4.2.4.1.5 Timeline Creation													
234	3.1.4.2.4.2 System Development													
235	3.1.4.2.4.2.1 System Configurations													
236	3.1.4.2.4.2.2 System Customizations													
237	3.1.4.2.4.2.3 Data Transfer, Conversion, or Upload													
238	3.1.4.2.4.2.4 Integration													
239	3.1.4.2.4.3 QA Testing													
240	3.1.4.2.4.3.1 Unit Testing													
241	3.1.4.2.4.3.2 Integration Testing													
242	3.1.4.2.4.3.3 Performance testing													
243	3.1.4.2.4.4 Assessment UAT													
244	3.1.4.2.4.4.1 UAT Training													
245	3.1.4.2.4.4.2 UAT													
246	3.1.4.2.4.4.3 Sign Off													
247	3.1.4.2.4.5 Training													
248	3.1.4.2.4.5.1 Training Documentation													
249	3.1.4.2.4.5.2 Training Materials													
250	3.1.4.2.4.5.3 Onsite Training													
251	3.1.4.2.4.6 System Release													
252	3.1.4.2.4.6.1 Final Release Preparations													
253	3.1.4.2.4.6.2 System Release													
254	3.1.4.3 Reports & Forms													
255	3.1.4.3.1 Report Designs													
256	3.1.4.3.1.1 Develop Designs for Reports													
257	3.1.4.3.1.2 Review Report Designs													
258	3.1.4.3.1.3 Update Report Designs													
259	3.1.4.3.1.4 Approve Report Designs													
260	3.1.4.3.1.5 CGI-AMS: Talent Management Report Designs (49 Reports) - Rollout 1													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
261	3.1.4.3.2 Report Development													
262	3.1.4.3.2.1 Develop & Test Reports													
263	3.1.4.3.2.2 Approve Report Software													
264	3.1.4.3.2.3 CGI-AMS Deliverable: Talent Management Report Software (49 Reports) - Rollout 1													
265	3.1.4.3.3 Standard Report Setup													
266	3.1.4.3.4 DEW Filter Setup													
267	3.1.4.3.5 Candidate forms													
268	3.1.4.3.5.1 Form 1 - For example; EEO Form													
269	3.1.4.3.5.1.1 Configure EEO Form													
270	3.1.4.3.5.1.2 Test EEO Form													
271	3.1.4.3.5.2 Form 2													
272	3.1.4.3.5.2.1 Configure Form													
273	3.1.4.3.5.2.2 Test Form													
274	3.1.4.3.5.3 Form 3													
275	3.1.4.3.5.3.1 Configure Form													
276	3.1.4.3.5.3.2 Test Form													
277	3.1.4.3.5.4 Form 4													
278	3.1.4.3.5.4.1 Configure Form													
279	3.1.4.3.5.4.2 Test Form													
280	3.1.4.3.5.5 Form 5													
281	3.1.4.3.5.5.1 Configure Form													
282	3.1.4.3.5.5.2 Test Form													
283	3.1.4.3.5.6 Form 6													
284	3.1.4.3.5.6.1 Configure Form													
285	3.1.4.3.5.6.2 Test Form													
286	3.1.4.3.5.7 Form 7													
287	3.1.4.3.5.7.1 Configure Form													
288	3.1.4.3.5.7.2 Test Form													
289	3.1.4.3.5.8 Form 8													
290	3.1.4.3.5.8.1 Configure Form													
291	3.1.4.3.5.8.2 Test Form													
292	3.1.4.3.5.9 Form 9													
293	3.1.4.3.5.9.1 Configure Form													
294	3.1.4.3.5.9.2 Test Form													
295	3.1.4.3.5.10 Form 10													
296	3.1.4.3.5.10.1 Configure Form													
297	3.1.4.3.5.10.2 Test Form													
298	3.1.4.3.5.11 Integration Forms													
299	3.1.4.3.5.11.1 Configure Form Education History													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
300	3.1.4.3.5.11.2 Test/Review Form Education History													
301	3.1.4.3.5.11.3 Configure License and Certification													
302	3.1.4.3.5.11.4 Test/Review Form License and Certification													
303	3.1.4.3.5.11.5 Configure Form Work History													
304	3.1.4.3.5.11.6 Test/Review Form Work History													
305	3.1.4.3.5.11.7 Configure Form Address and Contact													
306	3.1.4.3.5.11.8 Test/Review Form Work Address and Contact													
307	3.1.4.3.5.11.9 Configure Form Onboarding/New Hire													
308	3.1.4.3.5.11.10 Test/Review Form Onboarding/New Hire													
309	3.1.4.3.5.12 Changes to configuration of Forms as required													
310	3.1.4.3.5.13 Retest forms													
311	3.1.4.3.6 County Obligation: Complete Testing of Forms													
312	3.1.4.3.7 CGI-AMS Deliverable: Talent Management Forms (15 Forms) - Rollout 1													
313	3.1.5 Software Testing													
314	3.1.5.1 Integrated System Test													
315	3.1.5.1.1 Develop Integrated System Test Scripts													
316	3.1.5.1.2 Review Integrated System Test Scripts													
317	3.1.5.1.3 Execute Integrated System Test													
318	3.1.5.1.4 Update Integrated System Test Scripts													
319	3.1.5.1.5 Approve Integrated System Test Scripts													
320	3.1.5.1.6 CGI-AMS Deliverable: Talent Management Integrated System Test Plan, Scripts & Results - Rollout 1													
321	3.1.5.2 User Acceptance Test													
322	3.1.5.2.1 Develop User Acceptance Test Plan													
323	3.1.5.2.2 County Obligation: User Acceptance Test Plan													
324	3.1.5.2.3 Develop User Acceptance Test Scripts													
325	3.1.5.2.4 County Obligation: User Acceptance Scripts													
326	3.1.5.2.5 Execute & Document User Acceptance Test Results													
327	3.1.5.2.6 Support User Acceptance Test													
328	3.1.5.2.7 County Obligation: User Acceptance Test Results													
329	3.1.5.2.8 CGI-AMS Deliverable: Talent Management User Acceptance Test Support - Rollout 1													
330	3.1.5.2.9 Test technical Performance of Talent Management during UAT													
331	3.1.5.2.10 Monitor Response Time of Talent Management during UAT													
332	3.1.5.2.11 CGI-AMS Deliverable: Semi-Monthly UAT Response Time Results													
333	3.1.6 Preparation for Implementation													
334	3.1.6.1 Security and Workflow Set-Up													
335	3.1.6.1.1 Users													
336	3.1.6.1.1.1 Configure standard Search/Output fields													
337	3.1.6.1.1.2 Import Users													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
			H2	H1	H2									
338	3.1.6.1.1.3 Configure User Privileges													
339	3.1.6.1.1.4 Test Users and User Privileges													
340	3.1.6.1.1.5 Changes to user privileges													
341	3.1.6.1.1.6 Retest user privileges													
342	3.1.6.1.2 Set-up requisition workflow (up to 3)													
343	3.1.6.1.3 Set-up requisition workflow (up to 3)													
344	3.1.6.1.4 Load up security worksheet													
345	3.1.6.1.5 Single sign on functionality development													
346	3.1.6.1.6 Test security													
347	3.1.6.1.7 CGI-AMS Deliverable: Talent Management Configured Security & Workflow Tables - Rollout 1													
348	3.1.6.2 Knowledge Transfer & Training													
349	3.1.6.2.1 Training Planning													
350	3.1.6.2.1.1 Training Needs Assessment Development													
351	3.1.6.2.1.2 Training Plan Development													
352	3.1.6.2.1.3 Training Materials Development													
353	3.1.6.2.1.4 CGI-AMS Deliverable: Talent Management Training Plan and Materials - Rollout 1													
354	3.1.6.2.2 Training Execution													
355	3.1.6.2.2.1 Train the Trainer													
356	3.1.6.2.2.2 End User Training													
357	3.1.6.2.2.3 CGI-AMS Deliverable: Talent Management Trainer and End User Training - Rollout 1													
358	3.1.6.3 Transition Management													
359	3.1.6.3.1 Prepare Rollout													
360	3.1.6.3.1.1 Prepare Rollout Support Plan													
361	3.1.6.3.1.2 Establish Help Desk Support													
362	3.1.6.3.1.3 County Obligation: Rollout Plan													
363	3.1.6.3.2 Change Management													
364	3.1.6.3.2.1 Communication													
365	3.1.6.3.2.1.1 Develop Communication Plan													
366	3.1.6.3.2.1.2 County Obligation: Completed Communication Plan													
367	3.1.6.3.2.1.3 Execute Communication Plan													
368	3.1.6.3.2.1.4 County Obligation: Execution of Communication Plan													
369	3.1.6.3.2.2 Operational/Technical Readiness Assessment													
370	3.1.6.3.2.3 Implementation/End-User Readiness Assessment													
371	3.1.6.3.2.4 County Obligation: Complete Talent Management Readiness Assessment													
372	3.1.6.4 Documentation Development													
373	3.1.6.4.1 Users' Documentation													
374	3.1.6.4.1.1 Update Users' Documentation													
375	3.1.6.4.1.2 Review Updated Users' Documentation													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
376	3.1.6.4.1.3 Update Users' Documentation													
377	3.1.6.4.1.4 Approve Updated Users' Documentation													
378	3.1.6.4.1.5 CGI-AMS Deliverable: Talent Management User Documentation													
379	3.1.6.4.2 Systems Documentation													
380	3.1.6.4.2.1 Update System Documentation													
381	3.1.6.4.2.2 Review Updated System Documentation													
382	3.1.6.4.2.3 Update System Documentation													
383	3.1.6.4.2.4 Approve Updated System Documentation													
384	3.1.6.4.2.5 CGI-AMS Deliverable: Talent Management System Documentation													
385	3.2 Talent Management Rollout 2													
386	3.2.1 Rollout Implementation Planning													
387	3.2.1.1 Preparation													
388	3.2.1.1.1 Pre-Kick-Off Call													
389	3.2.1.1.1.1 External													
390	3.2.1.1.1.1.1 Set up Client call w/ appropriate attendees													
391	3.2.1.1.1.1.2 Develop presentation													
392	3.2.1.1.1.1.3 Client Pre-Kick-off Conference call													
393	3.2.1.1.2 Prep for Kick-off session													
394	3.2.1.1.2.1 General													
395	3.2.1.1.2.1.1 Work w/ client to ensure have requirements for training facilities													
396	3.2.1.1.2.1.2 Schedule training and conference rooms													
397	3.2.1.1.2.1.3 Determine and communicate time for kick-off week													
398	3.2.1.1.2.1.4 Create agenda for whole kick-off													
399	3.2.1.1.2.1.5 Prepare Hands-on training													
400	3.2.1.1.2.1.6 Send out training materials to client site													
401	3.2.1.1.2.1.7 set up for demo site													
402	3.2.1.1.2.1.8 customize training presentation													
403	3.2.1.1.2.2 Process Mapping Prep													
404	3.2.1.1.2.2.1 Deliver client surveys completed from client to IC													
405	3.2.1.1.2.2.2 Create process mapping presentation based on client worksheets													
406	3.2.1.1.2.3 Implementation Meeting Prep													
407	3.2.1.1.2.3.1 Create agenda for the implementation planning session													
408	3.2.1.1.2.3.2 Send implementation workbooks to client site													
409	3.2.1.1.2.3.3 Evaluate existing requirements to define questions to be asked during kick-off													
410	3.2.1.1.2.3.4 Customize the implementation planning presentation													
411	3.2.1.1.2.3.5 Develop high level project plan as basis for implementation planning session with clients													
412	3.2.1.1.3 Kick-off Meeting													

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		H2	H1	H2										
413	3.2.1.1.3.1 Hands on training													
414	3.2.1.1.3.2 Process Mapping exercise													
415	3.2.1.1.3.3 Review kick-off notes and follow-up													
416	3.2.1.2 Implementation Readiness Sessions													
417	3.2.1.2.1 Communicate requirements for meeting to client so they are prepared													
418	3.2.1.2.2 Prepare all materials for session													
419	3.2.1.2.3 Communication Planning Session													
420	3.2.1.2.4 Training Strategy Session													
421	3.2.1.2.5 Data Migration Strategy Session													
422	3.2.1.2.6 Assessment Strategy Planning													
423	3.2.1.2.7 Reporting and Metrics Planning Session													
424	3.2.1.2.8 Acceptance Testing Strategy Session													
425	3.2.1.2.9 Talent Gateways (Candidate Portal) Strategy Session													
426	3.2.1.2.10 Regulatory and Data Privacy Planning													
427	3.2.1.3 Document Results													
428	3.2.1.4 Update Process Map													
429	3.2.1.5 Work Team Design Sessions													
430	3.2.1.5.1 Job Codes													
431	3.2.1.5.1.1 Return completed Job Code Worksheet (Excel)													
432	3.2.1.5.1.2 County Obligation: Completed Job Code worksheet													
433	3.2.1.5.2 Users, Tracking Logic, and Correspondence													
434	3.2.1.5.2.1 Users													
435	3.2.1.5.2.1.1 Submit Completed Enterprise User Setup Worksheet													
436	3.2.1.5.2.1.2 Submit Completed User Privileges													
437	3.2.1.5.2.2 Tracking Logic													
438	3.2.1.5.2.2.1 Smart Approver worksheet													
439	3.2.1.5.2.2.2 Create Tracking Logic worksheet (up to 5)													
440	3.2.1.5.2.2.3 Verify Tracking Logic Setup Worksheet													
441	3.2.1.5.2.3 County Obligation: Completed worksheets													
442	3.2.1.5.3 Security													
443	3.2.1.5.3.1 Complete security worksheet													
444	3.2.1.5.3.2 County Obligation: Completed worksheet													
445	3.2.1.5.4 Candidate Forms													
446	3.2.1.5.4.1 Submit completed Forms Setup Worksheet Forms 1-2													
447	3.2.1.5.4.2 County Obligation: Completed Candidate Form worksheets													
448	3.2.1.5.5 Conversion Planning													
449	3.2.1.5.5.1 Develop Conversion Plan													
450	3.2.1.5.5.2 Provide candidate upload data format													
451	3.2.1.5.5.3 County Obligation: Initial Data Cleansing													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
452	3.2.1.6 Data Conversion													
453	3.2.1.6.1 Data Cleansing Plan													
454	3.2.1.6.1.1 Develop Data Cleansing Plan													
455	3.2.1.6.1.2 Execute Data Cleansing Plan													
456	3.2.1.6.1.3 County Obligation: Cleansed Data													
457	3.2.1.6.2 Data Conversion Plan													
458	3.2.1.6.2.1 Develop Conversion Plan													
459	3.2.2 Technical Environment Set-Up													
460	3.2.2.1 Establish Technical Environments													
461	3.2.2.1.1 Install Staging Environment													
462	3.2.3 Reference Tables Setup													
463	3.2.3.1 Job Codes													
464	3.2.3.1.1 Import Job Codes													
465	3.2.3.1.2 Test Requisition and Job Codes													
466	3.2.3.1.3 Changes to requisition Form configuration as needed													
467	3.2.3.1.4 Retest on requisition form													
468	3.2.3.2 Tracking Logic													
469	3.2.3.2.1 Configure Smart approver													
470	3.2.3.2.2 Create Tracking Logic in Enterprise (up to 5)													
471	3.2.3.2.3 Test Tracking Logic													
472	3.2.3.2.4 Changes as required to tracking logic													
473	3.2.3.2.5 Retest tracking logic													
474	3.2.3.3 Final Configured UAT/Training Environment													
475	3.2.3.3.1 Staging Walkthrough and Review													
476	3.2.3.3.2 Configuration Updates and Review													
477	3.2.3.3.3 Staging Signoff by County													
478	3.2.4 Software Configuration													
479	3.2.4.1 Data Conversion													
480	3.2.4.1.1 Candidate Conversion - Staging (Test)													
481	3.2.4.1.1.1 Develop Data Conversion Designs													
482	3.2.4.1.1.2 Review Conversion Designs													
483	3.2.4.1.1.3 Update Conversion Designs													
484	3.2.4.1.1.4 Approve Conversion Designs													
485	3.2.4.1.1.5 Create Sample Candidate Upload Conv. Data file (100 candidates)													
486	3.2.4.1.1.6 Map Candidate Upload Conv													
487	3.2.4.1.1.7 Upload candidate upload conversion data into Staging													
488	3.2.4.1.1.8 Verify Candidate upload													
489	3.2.4.1.2 County Obligation: Verified Candidate Load													
490	3.2.4.2 Forms													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
491	3.2.4.2.1 Candidate forms													
492	3.2.4.2.1.1 Form 1													
493	3.2.4.2.1.1.1 Configure Form													
494	3.2.4.2.1.1.2 Test Form													
495	3.2.4.2.1.2 Form 2													
496	3.2.4.2.1.2.1 Configure Form													
497	3.2.4.2.1.2.2 Test Form													
498	3.2.4.2.1.3 Changes to configuration of Forms as required													
499	3.2.4.2.1.4 Retest forms													
500	3.2.4.2.2 County Obligation: Complete Testing of Forms													
501	3.2.4.2.3 CGI-AMS Deliverable: Talent Management Forms (2 Forms) - Rollout 2													
502	3.2.5 Software Testing													
503	3.2.5.1 User Acceptance Test													
504	3.2.5.1.1 Develop User Acceptance Test Plan													
505	3.2.5.1.2 County Obligation: User Acceptance Test Plan													
506	3.2.5.1.3 Develop User Acceptance Test Scripts													
507	3.2.5.1.4 County Obligation: User Acceptance Scripts													
508	3.2.5.1.5 Execute & Document User Acceptance Test Results													
509	3.2.5.1.6 Support User Acceptance Test													
510	3.2.5.1.7 County Obligation: User Acceptance Test Results													
511	3.2.6 Preparation for Implementation													
512	3.2.6.1 Security and Workflow Set-Up													
513	3.2.6.1.1 Users													
514	3.2.6.1.1.1 Configure standard Search/Output fields													
515	3.2.6.1.1.2 Import Users													
516	3.2.6.1.1.3 Configure User Privileges													
517	3.2.6.1.1.4 Test Users and User Privileges													
518	3.2.6.1.1.5 Changes to user privileges													
519	3.2.6.1.1.6 Retest user privileges													
520	3.2.6.1.2 Set-up requisition workflow													
521	3.2.6.1.3 Test security													
522	3.2.6.2 Knowledge Transfer & Training													
523	3.2.6.2.1 Training Planning													
524	3.2.6.2.1.1 Training Needs Assessment Development													
525	3.2.6.2.1.2 Training Plan Development													
526	3.2.6.2.1.3 Training Materials Development													
527	3.2.6.2.2 Training Execution													
528	3.2.6.2.2.1 Train the Trainer													
529	3.2.6.2.2.2 End User Training													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
530	3.2.6.3 Transition Management													
531	3.2.6.3.1 Prepare Rollout													
532	3.2.6.3.1.1 Prepare Rollout Support Plan													
533	3.2.6.3.1.2 Establish Help Desk Support													
534	3.2.6.3.2 Change Management													
535	3.2.6.3.2.1 Communication													
536	3.2.6.3.2.1.1 Develop Communication Plan													
537	3.2.6.3.2.1.2 County Obligation: Completed Communication Plan													
538	3.2.6.3.2.1.3 Execute Communication Plan													
539	3.2.6.3.2.1.4 County Obligation: Execution of Communication Plan													
540	3.2.6.3.2.2 Operational/Technical Readiness Assessment													
541	3.2.6.3.2.3 Implementation/End-User Readiness Assessment													
542	3.2.6.3.2.4 County Obligation: Complete Readiness Assessment													
543	3.3 Talent Management Rollout 3													
544	3.3.1 Rollout Implementation Planning													
545	3.3.1.1 Preparation													
546	3.3.1.1.1 Pre-Kick-Off Call													
547	3.3.1.1.1.1 External													
548	3.3.1.1.1.1.1 Set up Client call w/ appropriate attendees													
549	3.3.1.1.1.1.2 Develop presentation													
550	3.3.1.1.1.1.3 Client Pre-Kick-off Conference call													
551	3.3.1.1.2 Prep for Kick-off session													
552	3.3.1.1.2.1 General													
553	3.3.1.1.2.1.1 Work w/ client to ensure have requirements for training facilities													
554	3.3.1.1.2.1.2 Schedule training and conference rooms													
555	3.3.1.1.2.1.3 Determine and communicate time for kick-off week													
556	3.3.1.1.2.1.4 Create agenda for whole kick-off													
557	3.3.1.1.2.1.5 Prepare Hands-on training													
558	3.3.1.1.2.1.6 Send out training materials to client site													
559	3.3.1.1.2.1.7 set up for demo site													
560	3.3.1.1.2.1.8 customize training presentation													
561	3.3.1.1.2.2 Process Mapping Prep													
562	3.3.1.1.2.2.1 Deliver client surveys completed from client to IC													
563	3.3.1.1.2.2.2 Create process mapping presentation based on client worksheets													
564	3.3.1.1.2.3 Implementation Meeting Prep													
565	3.3.1.1.2.3.1 Create agenda for the implementation planning session													
566	3.3.1.1.2.3.2 Send implementation workbooks to client site													
567	3.3.1.1.2.3.3 Evaluate existing requirements to define questions to be asked during kick-off													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
568	3.3.1.1.2.3.4 Customize the implementation planning presentation													
569	3.3.1.1.2.3.5 Develop high level project plan as basis for implementation planning session with clients													
570	3.3.1.1.3 Kick-off Meeting													
571	3.3.1.1.3.1 Hands on training													
572	3.3.1.1.3.2 Process Mapping exercise													
573	3.3.1.1.3.3 Review kick-off notes and follow-up													
574	3.3.1.2 Implementation Readiness Sessions													
575	3.3.1.2.1 Communicate requirements for meeting to client so they are prepared													
576	3.3.1.2.2 Prepare all materials for session													
577	3.3.1.2.3 Communication Planning Session													
578	3.3.1.2.4 Training Strategy Session													
579	3.3.1.2.5 Data Migration Strategy Session													
580	3.3.1.2.6 Assessment Strategy Planning													
581	3.3.1.2.7 Reporting and Metrics Planning Session													
582	3.3.1.2.8 Acceptance Testing Strategy Session													
583	3.3.1.2.9 Talent Gateways (Candidate Portal) Strategy Session													
584	3.3.1.2.10 Regulatory and Data Privacy Planning													
585	3.3.1.3 Document Results													
586	3.3.1.4 Update Process Map													
587	3.3.1.5 Work Team Design Sessions													
588	3.3.1.5.1 Job Codes													
589	3.3.1.5.1.1 Return completed Job Code Worksheet (Excel)													
590	3.3.1.5.1.2 County Obligation: Completed Job Code worksheet													
591	3.3.1.5.2 Users, Tracking Logic, and Correspondence													
592	3.3.1.5.2.1 Users													
593	3.3.1.5.2.1.1 Submit Completed Enterprise User Setup Worksheet													
594	3.3.1.5.2.1.2 Submit Completed User Privileges													
595	3.3.1.5.2.2 Tracking Logic													
596	3.3.1.5.2.2.1 Smart Approver worksheet													
597	3.3.1.5.2.2.2 Create Tracking Logic worksheet (up to 5)													
598	3.3.1.5.2.2.3 Verify Tracking Logic Setup Worksheet													
599	3.3.1.5.2.3 County Obligation: Completed worksheets													
600	3.3.1.5.3 Security													
601	3.3.1.5.3.1 Complete security worksheet													
602	3.3.1.5.3.2 County Obligation: Completed worksheet													
603	3.3.1.5.4 Candidate Forms													
604	3.3.1.5.4.1 Submit completed Forms Setup Worksheet Forms 1-2													
605	3.3.1.5.4.2 County Obligation: Completed Candidate Form worksheets													
606	3.3.1.5.5 Conversion Planning													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
607	3.3.1.5.5.1 Develop Conversion Plan													
608	3.3.1.5.5.2 Provide candidate upload data format													
609	3.3.1.5.5.3 County Obligation: Initial Data Cleansing													
610	3.3.1.6 Data Conversion													
611	3.3.1.6.1 Data Cleansing Plan													
612	3.3.1.6.1.1 Develop Data Cleansing Plan													
613	3.3.1.6.1.2 Execute Data Cleansing Plan													
614	3.3.1.6.1.3 County Obligation: Cleansed Data													
615	3.3.1.6.2 Data Conversion Plan													
616	3.3.1.6.2.1 Develop Conversion Plan													
617	3.3.2 Technical Environment Set-Up													
618	3.3.2.1 Establish Technical Environments													
619	3.3.2.1.1 Install Staging Environment													
620	3.3.3 Reference Tables Setup													
621	3.3.3.1 Job Codes													
622	3.3.3.1.1 Import Job Codes													
623	3.3.3.1.2 Test Requisition and Job Codes													
624	3.3.3.1.3 Changes to requisition Form configuration as needed													
625	3.3.3.1.4 Retest on requisition form													
626	3.3.3.2 Tracking Logic													
627	3.3.3.2.1 Configure Smart approver													
628	3.3.3.2.2 Create Tracking Logic in Enterprise (up to 5)													
629	3.3.3.2.3 Test Tracking Logic													
630	3.3.3.2.4 Changes as required to tracking logic													
631	3.3.3.2.5 Retest tracking logic													
632	3.3.3.3 Final Configured UAT/Training Environment													
633	3.3.3.3.1 Staging Walkthrough and Review													
634	3.3.3.3.2 Configuration Updates and Review													
635	3.3.3.3.3 Staging Signoff by County													
636	3.3.4 Software Configuration													
637	3.3.4.1 Data Conversion													
638	3.3.4.1.1 Candidate Conversion - Staging (Test)													
639	3.3.4.1.1.1 Develop Data Conversion Designs													
640	3.3.4.1.1.2 Review Conversion Designs													
641	3.3.4.1.1.3 Update Conversion Designs													
642	3.3.4.1.1.4 Approve Conversion Designs													
643	3.3.4.1.1.5 Create Sample Candidate Upload Conv. Data file (100 candidates)													
644	3.3.4.1.1.6 Map Candidate Upload Conv													
645	3.3.4.1.1.7 Upload candidate upload conversion data into Staging													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
646	3.3.4.1.1.8 Verify Candidate upload													
647	3.3.4.1.2 County Obligation: Verified Candidate Load													
648	3.3.4.2 Forms													
649	3.3.4.2.1 Candidate forms													
650	3.3.4.2.1.1 Form 1													
651	3.3.4.2.1.1.1 Configure Form													
652	3.3.4.2.1.1.2 Test Form													
653	3.3.4.2.1.2 Form 2													
654	3.3.4.2.1.2.1 Configure Form													
655	3.3.4.2.1.2.2 Test Form													
656	3.3.4.2.1.3 Changes to configuration of Forms as required													
657	3.3.4.2.1.4 Retest forms													
658	3.3.4.2.2 County Obligation: Complete Testing of Forms													
659	3.3.4.2.3 CGI-AMS Deliverable: Talent Management Forms (2 Forms) - Rollout 3													
660	3.3.5 Software Testing													
661	3.3.5.1 User Acceptance Test													
662	3.3.5.1.1 Develop User Acceptance Test Plan													
663	3.3.5.1.2 County Obligation: User Acceptance Test Plan													
664	3.3.5.1.3 Develop User Acceptance Test Scripts													
665	3.3.5.1.4 County Obligation: User Acceptance Scripts													
666	3.3.5.1.5 Execute & Document User Acceptance Test Results													
667	3.3.5.1.6 Support User Acceptance Test													
668	3.3.5.1.7 County Obligation: User Acceptance Test Results													
669	3.3.6 Preparation for Implementation													
670	3.3.6.1 Security and Workflow Set-Up													
671	3.3.6.1.1 Users													
672	3.3.6.1.1.1 Configure standard Search/Output fields													
673	3.3.6.1.1.2 Import Users													
674	3.3.6.1.1.3 Configure User Privileges													
675	3.3.6.1.1.4 Test Users and User Privileges													
676	3.3.6.1.1.5 Changes to user privileges													
677	3.3.6.1.1.6 Retest user privileges													
678	3.3.6.1.2 Set-up requisition workflow													
679	3.3.6.1.3 Test security													
680	3.3.6.2 Knowledge Transfer & Training													
681	3.3.6.2.1 Training Planning													
682	3.3.6.2.1.1 Training Needs Assessment Development													
683	3.3.6.2.1.2 Training Plan Development													
684	3.3.6.2.1.3 Training Materials Development													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
685	3.3.6.2.2 Training Execution													
686	3.3.6.2.2.1 Train the Trainer													
687	3.3.6.2.2.2 End User Training													
688	3.3.6.3 Transition Management													
689	3.3.6.3.1 Prepare Rollout													
690	3.3.6.3.1.1 Prepare Rollout Support Plan													
691	3.3.6.3.1.2 Establish Help Desk Support													
692	3.3.6.3.2 Change Management													
693	3.3.6.3.2.1 Communication													
694	3.3.6.3.2.1.1 Develop Communication Plan													
695	3.3.6.3.2.1.2 County Obligation: Completed Communication Plan													
696	3.3.6.3.2.1.3 Execute Communication Plan													
697	3.3.6.3.2.1.4 County Obligation: Execution of Communication Plan													
698	3.3.6.3.2.2 Operational/Technical Readiness Assessment													
699	3.3.6.3.2.3 Implementation/End-User Readiness Assessment													
700	3.3.6.3.2.4 County Obligation: Complete Readiness Assessment													
701	3.4 Talent Management Rollout 4													
702	3.4.1 Rollout Implementation Planning													
703	3.4.1.1 Preparation													
704	3.4.1.1.1 Pre-Kick-Off Call													
705	3.4.1.1.1.1 External													
706	3.4.1.1.1.1.1 Set up Client call w/ appropriate attendees													
707	3.4.1.1.1.1.2 Develop presentation													
708	3.4.1.1.1.1.3 Client Pre-Kick-off Conference call													
709	3.4.1.1.2 Prep for Kick-off session													
710	3.4.1.1.2.1 General													
711	3.4.1.1.2.1.1 Work w/ client to ensure have requirements for training facilities													
712	3.4.1.1.2.1.2 Schedule training and conference rooms													
713	3.4.1.1.2.1.3 Determine and communicate time for kick-off week													
714	3.4.1.1.2.1.4 Create agenda for whole kick-off													
715	3.4.1.1.2.1.5 Prepare Hands-on training													
716	3.4.1.1.2.1.6 Send out training materials to client site													
717	3.4.1.1.2.1.7 set up for demo site													
718	3.4.1.1.2.1.8 customize training presentation													
719	3.4.1.1.2.2 Process Mapping Prep													
720	3.4.1.1.2.2.1 Deliver client surveys completed from client to IC													
721	3.4.1.1.2.2.2 Create process mapping presentation based on client worksheets													
722	3.4.1.1.2.3 Implementation Meeting Prep													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
723	3.4.1.1.2.3.1 Create agenda for the implementation planning session													
724	3.4.1.1.2.3.2 Send implementation workbooks to client site													
725	3.4.1.1.2.3.3 Evaluate existing requirements to define questions to be asked during kick-off													
726	3.4.1.1.2.3.4 Customize the implementation planning presentation													
727	3.4.1.1.2.3.5 Develop high level project plan as basis for implementation planning session with clients													
728	3.4.1.1.3 Kick-off Meeting													
729	3.4.1.1.3.1 Hands on training													
730	3.4.1.1.3.2 Process Mapping exercise													
731	3.4.1.1.3.3 Review kick-off notes and follow-up													
732	3.4.1.2 Implementation Readiness Sessions													
733	3.4.1.2.1 Communicate requirements for meeting to client so they are prepared													
734	3.4.1.2.2 Prepare all materials for session													
735	3.4.1.2.3 Communication Planning Session													
736	3.4.1.2.4 Training Strategy Session													
737	3.4.1.2.5 Data Migration Strategy Session													
738	3.4.1.2.6 Assessment Strategy Planning													
739	3.4.1.2.7 Reporting and Metrics Planning Session													
740	3.4.1.2.8 Acceptance Testing Strategy Session													
741	3.4.1.2.9 Talent Gateways (Candidate Portal) Strategy Session													
742	3.4.1.2.10 Regulatory and Data Privacy Planning													
743	3.4.1.3 Document Results													
744	3.4.1.4 Update Process Map													
745	3.4.1.5 Work Team Design Sessions													
746	3.4.1.5.1 Job Codes													
747	3.4.1.5.1.1 Return completed Job Code Worksheet (Excel)													
748	3.4.1.5.1.2 County Obligation: Completed Job Code worksheet													
749	3.4.1.5.2 Users, Tracking Logic, and Correspondence													
750	3.4.1.5.2.1 Users													
751	3.4.1.5.2.1.1 Submit Completed Enterprise User Setup Worksheet													
752	3.4.1.5.2.1.2 Submit Completed User Privileges													
753	3.4.1.5.2.2 Tracking Logic													
754	3.4.1.5.2.2.1 Smart Approver worksheet													
755	3.4.1.5.2.2.2 Create Tracking Logic worksheet (up to 5)													
756	3.4.1.5.2.2.3 Verify Tracking Logic Setup Worksheet													
757	3.4.1.5.2.3 County Obligation: Completed worksheets													
758	3.4.1.5.3 Security													
759	3.4.1.5.3.1 Complete security worksheet													
760	3.4.1.5.3.2 County Obligation: Completed worksheet													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
761	3.4.1.5.4 Candidate Forms													
762	3.4.1.5.4.1 Submit completed Forms Setup Worksheet Forms 1-2													
763	3.4.1.5.4.2 County Obligation: Completed Candidate Form worksheets													
764	3.4.1.5.5 Conversion Planning													
765	3.4.1.5.5.1 Develop Conversion Plan													
766	3.4.1.5.5.2 Provide candidate upload data format													
767	3.4.1.5.5.3 County Obligation: Initial Data Cleansing													
768	3.4.1.6 Data Conversion													
769	3.4.1.6.1 Data Cleansing Plan													
770	3.4.1.6.1.1 Develop Data Cleansing Plan													
771	3.4.1.6.1.2 Execute Data Cleansing Plan													
772	3.4.1.6.1.3 County Obligation: Cleansed Data													
773	3.4.1.6.2 Data Conversion Plan													
774	3.4.1.6.2.1 Develop Conversion Plan													
775	3.4.2 Technical Environment Set-Up													
776	3.4.2.1 Establish Technical Environments													
777	3.4.2.1.1 Install Staging Environment													
778	3.4.3 Reference Tables Setup													
779	3.4.3.1 Job Codes													
780	3.4.3.1.1 Import Job Codes													
781	3.4.3.1.2 Test Requisition and Job Codes													
782	3.4.3.1.3 Changes to requisition Form configuration as needed													
783	3.4.3.1.4 Retest on requisition form													
784	3.4.3.2 Tracking Logic													
785	3.4.3.2.1 Configure Smart approver													
786	3.4.3.2.2 Create Tracking Logic in Enterprise (up to 5)													
787	3.4.3.2.3 Test Tracking Logic													
788	3.4.3.2.4 Changes as required to tracking logic													
789	3.4.3.2.5 Retest tracking logic													
790	3.4.3.3 Final Configured UAT/Training Environment													
791	3.4.3.3.1 Staging Walkthrough and Review													
792	3.4.3.3.2 Configuration Updates and Review													
793	3.4.3.3.3 Staging Signoff by County													
794	3.4.4 Software Configuration													
795	3.4.4.1 Data Conversion													
796	3.4.4.1.1 Candidate Conversion - Staging (Test)													
797	3.4.4.1.1.1 Develop Data Conversion Designs													
798	3.4.4.1.1.2 Review Conversion Designs													
799	3.4.4.1.1.3 Update Conversion Designs													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
800	3.4.4.1.1.4 Approve Conversion Designs													
801	3.4.4.1.1.5 Create Sample Candidate Upload Conv. Data file (100 candidates)													
802	3.4.4.1.1.6 Map Candidate Upload Conv													
803	3.4.4.1.1.7 Upload candidate upload conversion data into Staging													
804	3.4.4.1.1.8 Verify Candidate upload													
805	3.4.4.1.2 County Obligation: Verified Candidate Load													
806	3.4.4.2 Forms													
807	3.4.4.2.1 Candidate forms													
808	3.4.4.2.1.1 Form 1													
809	3.4.4.2.1.1.1 Configure Form													
810	3.4.4.2.1.1.2 Test Form													
811	3.4.4.2.1.2 Form 2													
812	3.4.4.2.1.2.1 Configure Form													
813	3.4.4.2.1.2.2 Test Form													
814	3.4.4.2.1.3 Changes to configuration of Forms as required													
815	3.4.4.2.1.4 Retest forms													
816	3.4.4.2.2 County Obligation: Complete Testing of Forms													
817	3.4.4.2.3 CGI-AMS Deliverable: Talent Management Forms (2 Forms) - Rollout 4													
818	3.4.5 Software Testing													
819	3.4.5.1 User Acceptance Test													
820	3.4.5.1.1 Develop User Acceptance Test Plan													
821	3.4.5.1.2 County Obligation: User Acceptance Test Plan													
822	3.4.5.1.3 Develop User Acceptance Test Scripts													
823	3.4.5.1.4 County Obligation: User Acceptance Scripts													
824	3.4.5.1.5 Execute & Document User Acceptance Test Results													
825	3.4.5.1.6 Support User Acceptance Test													
826	3.4.5.1.7 County Obligation: User Acceptance Test Results													
827	3.4.6 Preparation for Implementation													
828	3.4.6.1 Security and Workflow Set-Up													
829	3.4.6.1.1 Users													
830	3.4.6.1.1.1 Configure standard Search/Output fields													
831	3.4.6.1.1.2 Import Users													
832	3.4.6.1.1.3 Configure User Privileges													
833	3.4.6.1.1.4 Test Users and User Privileges													
834	3.4.6.1.1.5 Changes to user privileges													
835	3.4.6.1.1.6 Retest user privileges													
836	3.4.6.1.2 Set-up requisition workflow													
837	3.4.6.1.3 Test security													

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		H2	H1	H2										
838	3.4.6.2 Knowledge Transfer & Training													
839	3.4.6.2.1 Training Planning													
840	3.4.6.2.1.1 Training Needs Assessment Development													
841	3.4.6.2.1.2 Training Plan Development													
842	3.4.6.2.1.3 Training Materials Development													
843	3.4.6.2.2 Training Execution													
844	3.4.6.2.2.1 Train the Trainer													
845	3.4.6.2.2.2 End User Training													
846	3.4.6.3 Transition Management													
847	3.4.6.3.1 Prepare Rollout													
848	3.4.6.3.1.1 Prepare Rollout Support Plan													
849	3.4.6.3.1.2 Establish Help Desk Support													
850	3.4.6.3.2 Change Management													
851	3.4.6.3.2.1 Communication													
852	3.4.6.3.2.1.1 Develop Communication Plan													
853	3.4.6.3.2.1.2 County Obligation: Completed Communication Plan													
854	3.4.6.3.2.1.3 Execute Communication Plan													
855	3.4.6.3.2.1.4 County Obligation: Execution of Communication Plan													
856	3.4.6.3.2.2 Operational/Technical Readiness Assessment													
857	3.4.6.3.2.3 Implementation/End-User Readiness Assessment													
858	3.4.6.3.2.4 County Obligation: Complete Readiness Assessment													
859														
860	4 CREATE: AMS Advantage HRM Software Modification													
861	4.1 eHR Project Team Kick-off													
862	4.1.1 Develop eHR Project Team Kick-off Materials													
863	4.1.2 Review eHR Project Team Kick-off Materials													
864	4.1.3 Update eHR Project Team Kick-off Materials													
865	4.1.4 Approve eHR Project Team Kick-off Materials													
866	4.1.5 Conduct eHR Project Team Kick-off Meeting													
867	4.1.6 CGI-AMS Deliverable: eHR Project Team Kick-off Meeting													
868	4.1.7 Project Team Product Training													
869	4.1.7.1 Conduct Project Team Product Training													
870	4.1.7.2 CGI-AMS Deliverable: Project Team Product Training													
871	4.2 Technical Environment Set-Up													
872	4.2.1 Establish Technical Environments													
873	4.2.1.1 Baseline Environment													
874	4.2.1.1.1 Install and Configure Baseline Environment													
875	4.2.1.1.2 Install AMS Advantage 3 & 3rd Party Tools in Baseline Environment													
876	4.2.1.1.3 County Obligation: Baseline Technical Environment													

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		H2	H1	H2										
877	4.2.1.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
878	4.2.1.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Baseline Environment													
879	4.2.1.2 Development/Unit Test Environment													
880	4.2.1.2.1 Install and Configure Development/Unit Test Environment													
881	4.2.1.2.2 Install AMS Advantage 3 & 3rd Party Tools in Development/Unit Test Environment													
882	4.2.1.2.3 County Obligation: Development/Unit Test Technical Environment													
883	4.2.1.2.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
884	4.2.1.2.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Development/Unit Test Environment													
885	4.2.1.3 System Test Environment													
886	4.2.1.3.1 Install and Configure System Test Environment													
887	4.2.1.3.2 Install AMS Advantage 3 & 3rd Party Tools in System Test Environment													
888	4.2.1.3.3 County Obligation: System Test Technical Environment													
889	4.2.1.3.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
890	4.2.1.3.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - System Test Environment													
891	4.2.1.4 Conversion Environment													
892	4.2.1.4.1 Install and Configure Conversion Environment													
893	4.2.1.4.2 Install AMS Advantage 3 & 3rd Party Tools in Conversion Environment													
894	4.2.1.4.3 County Obligation: Development/Unit Test Technical Environment													
895	4.2.1.4.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
896	4.2.1.4.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Conversion Environment													
897	4.3 Reference Data Set-up													
898	4.3.1 Review Delivered Reference and Control Tables Setup													
899	4.3.2 Setup System Reference Table Data (from Fit-Gap Analysis)													
900	4.3.3 Test System Reference Tables													
901	4.3.4 Review & Approve System Reference Tables Setup													
902	4.3.5 County Obligation: System Reference Data Setup													
903	4.3.6 Support Reference Data Set-up													
904	4.3.7 CGI-AMS Deliverable: Reference Data Support for Client Iteration Testing													
905	4.4 Software Construction													
906	4.4.1 Application Customizations													
907	4.4.1.1 Application Software Modifications - Iteration 1													
908	4.4.1.1.1 Develop Concept Papers													
909	4.4.1.1.2 Review Concept Papers													
910	4.4.1.1.3 Update Concept Papers													
911	4.4.1.1.4 CGI-AMS Deliverable: Concept Papers - Iteration 1													
912	4.4.1.1.5 Develop Functional Designs													
913	4.4.1.1.6 Review Functional Designs													

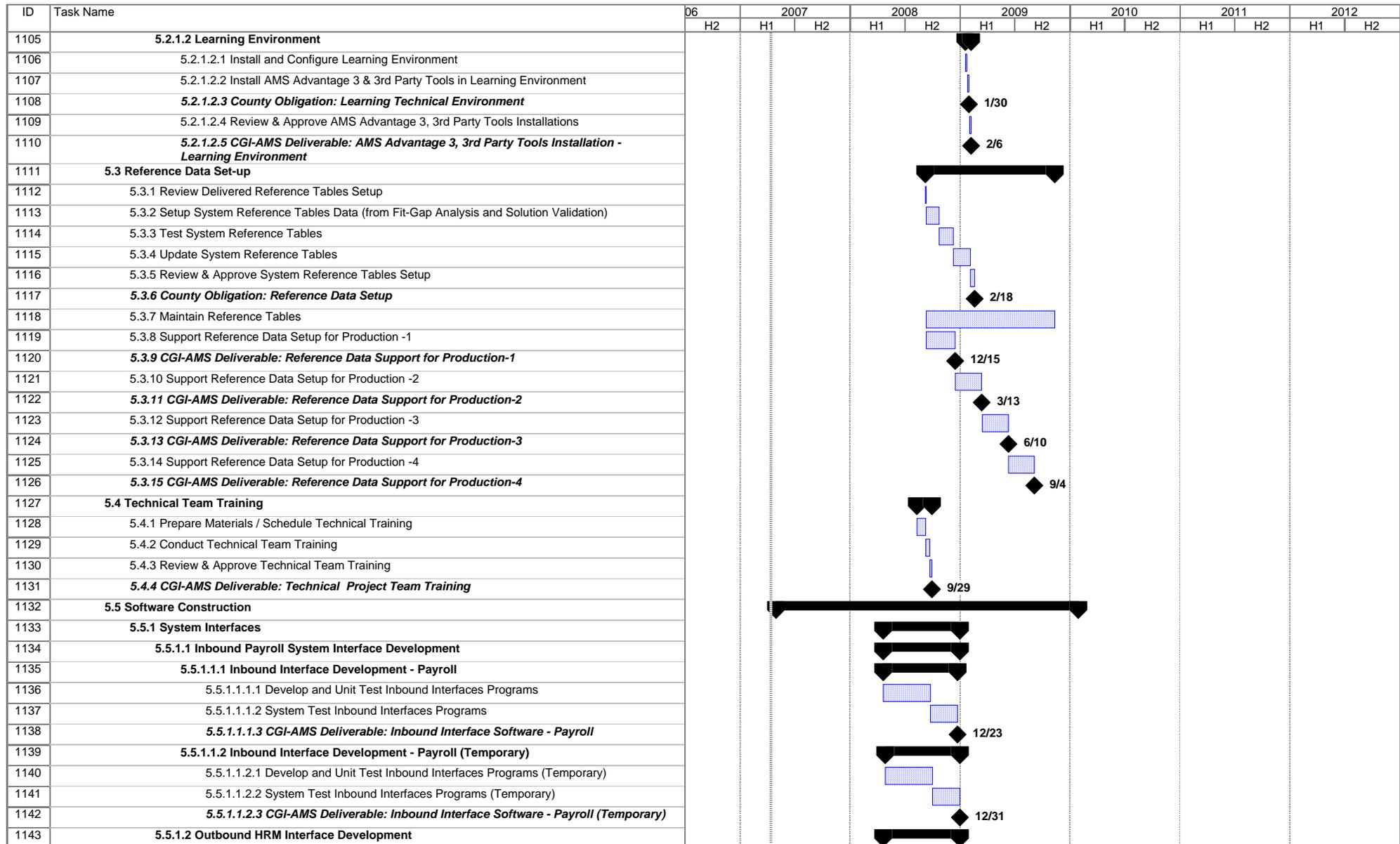
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		H2	H1	H2										
914	4.4.1.1.7 Update Functional Designs													
915	4.4.1.1.8 Approve Functional Designs													
916	4.4.1.1.9 CGI-AMS Deliverable: Functional Designs - Iteration 1													
917	4.4.1.1.10 Develop Technical Designs													
918	4.4.1.1.11 Develop Software and Conduct Unit Tests													
919	4.4.1.1.12 Plan and Execute System Test													
920	4.4.1.1.13 Package and Deliver Software for Client Iteration Test													
921	4.4.1.1.14 CGI-AMS Deliverable: Application Software Modifications - Iteration 1													
922	4.4.1.1.15 Execute Client Iteration Test													
923	4.4.1.1.16 County Obligation: Client Iteration Test - Iteration 1													
924	4.4.1.1.17 CGI-AMS Deliverable: Client Iteration Test Support - Iteration 1													
925	4.4.1.2 Application Software Modifications - Iteration 2													
926	4.4.1.2.1 Develop Concept Papers													
927	4.4.1.2.2 Review Concept Papers													
928	4.4.1.2.3 Update Concept Papers													
929	4.4.1.2.4 CGI-AMS Deliverable: Concept Papers - Iteration 2													
930	4.4.1.2.5 Develop Functional Designs													
931	4.4.1.2.6 Review Functional Designs													
932	4.4.1.2.7 Update Functional Designs													
933	4.4.1.2.8 Approve Functional Designs													
934	4.4.1.2.9 CGI-AMS Deliverable: Functional Designs - Iteration 2													
935	4.4.1.2.10 Develop Technical Designs													
936	4.4.1.2.11 Develop Software and Conduct Unit Tests													
937	4.4.1.2.12 Plan and Execute System Test													
938	4.4.1.2.13 Package and Deliver Software for Client Iteration Test													
939	4.4.1.2.14 CGI-AMS Deliverable: Application Software Modifications - Iteration 2													
940	4.4.1.2.15 Execute Client Iteration Test													
941	4.4.1.2.16 County Obligation: Client Iteration Test - Iteration 2													
942	4.4.1.2.17 CGI-AMS Deliverable: Client Iteration Test Support - Iteration 2													
943	4.4.1.3 Application Software Modifications - Iteration 3													
944	4.4.1.3.1 Develop Concept Papers													
945	4.4.1.3.2 Review Concept Papers													
946	4.4.1.3.3 Update Concept Papers													
947	4.4.1.3.4 CGI-AMS Deliverable: Concept Papers - Iteration 3													
948	4.4.1.3.5 Develop Functional Designs													
949	4.4.1.3.6 Review Functional Designs													
950	4.4.1.3.7 Update Functional Designs													
951	4.4.1.3.8 Approve Functional Designs													

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		H2	H1	H2										
952	4.4.1.3.9 CGI-AMS Deliverable: Software Modifications Functional Designs - Iteration 3				1/8									
953	4.4.1.3.10 Develop Technical Designs													
954	4.4.1.3.11 Develop Software and Conduct Unit Tests													
955	4.4.1.3.12 Plan and Execute System Test													
956	4.4.1.3.13 Package and Deliver Software for Client Iteration Test													
957	4.4.1.3.14 CGI-AMS Deliverable: Application Software Modifications - Iteration 3													
958	4.4.1.3.15 Execute Client Iteration Test													
959	4.4.1.3.16 County Obligation: Client Iteration Test - Iteration 3													
960	4.4.1.3.17 CGI-AMS Deliverable: Client Iteration Test Support - Iteration 3													
961	4.4.2 System Interfaces													
962	4.4.2.1 Inbound eHR Interface Design													
963	4.4.2.1.1 Inbound Interface Design - Payroll													
964	4.4.2.1.1.1 Develop Inbound eHR Interface Designs - Mapping & Transformation													
965	4.4.2.1.1.2 Review Inbound eHR Interface Designs													
966	4.4.2.1.1.3 Update Inbound eHR Interface Designs													
967	4.4.2.1.1.4 Approve Inbound eHR Interface Designs													
968	4.4.2.1.1.5 CGI-AMS Deliverable: Inbound Interface Designs - Payroll													
969	4.4.2.1.1.6 Develop Inbound eHR Interface Designs (Temporary) - Mapping & Transformation													
970	4.4.2.1.1.7 Review Inbound eHR Interface Designs (Temporary)													
971	4.4.2.1.1.8 Update Inbound eHR Interface Designs (Temporary)													
972	4.4.2.1.1.9 Approve Inbound eHR Interface Designs (Temporary)													
973	4.4.2.1.1.10 CGI-AMS Deliverable: Inbound Interface Designs - Payroll (Temporary)													
974	4.4.2.2 Outbound eHR Interface Design													
975	4.4.2.2.1 Outbound Interface Design - Payroll													
976	4.4.2.2.1.1 Develop Outbound eHR Interface Designs - Mapping & Transformation													
977	4.4.2.2.1.2 Review Outbound eHR Interface Designs													
978	4.4.2.2.1.3 Update Outbound eHR Interface Designs													
979	4.4.2.2.1.4 Approve Outbound eHR Interface Designs													
980	4.4.2.2.1.5 County Obligation: Outbound Interface Designs - Payroll													
981	4.4.3 Data Conversion													
982	4.4.3.1 Payroll Implementation Conversion Plan													
983	4.4.3.1.1 Develop Conversion Plan													
984	4.4.3.1.2 Review Conversion Plan													
985	4.4.3.1.3 Update Conversion Plan													
986	4.4.3.1.4 Approve Conversion Plan													
987	4.4.3.1.5 CGI-AMS Deliverable: eHR Conversion Plan (Payroll)													
988	4.4.3.2 Conversion Design													

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		H2	H1	H2										
989	4.4.3.2.1 Conversion Design - Payroll													
990	4.4.3.2.1.1 Develop Data Conversion Designs - Mapping and Transformation													
991	4.4.3.2.1.2 Review Data Conversion Designs													
992	4.4.3.2.1.3 Update Data Conversion Designs													
993	4.4.3.2.1.4 Approve Data Conversion Designs													
994	4.4.3.2.1.5 County Obligation: Field mappings and legacy system extracts - Payroll													
995	4.4.3.2.1.6 CGI-AMS Deliverables: Data Conversion Designs - Payroll													
996	4.5 County Interim Data Warehouse Development													
997	4.5.1 Interim Software Installation and Environment Setup													
998	4.5.1.1 Interim Install and setup environment for AMS Advantage HRM													
999	4.5.1.2 Interim Install and setup environment for infoAdvantage (Database and ETL)													
1000	4.5.1.3 County Obligation: AMS Advantage HRM and infoAdvantage Environments (Database, ETL, and Business Objects)													
1001	4.5.2 Interim Report Development Environment Setup													
1002	4.5.2.1 COGNOS Server Setup													
1003	4.5.2.2 County Obligation: COGNOS Server Setup													
1004	4.5.2.3 Obtain and Load Existing COGNOS Framework Manager Model													
1005	4.5.3 County Interim DW Development and Implementation													
1006	4.5.3.1 Map CWTAPPS & CWPAY to DW													
1007	4.5.3.2 Determine Reports needed by Departments													
1008	4.5.3.3 Establish standards for the DW & Reporting solution													
1009	4.5.3.4 Develop DW													
1010	4.5.3.5 Develop and Test ETLs from CWTAPPS and CWPAY													
1011	4.5.3.6 Design Reports for County Departments													
1012	4.5.3.7 Develop Reports for County Departments													
1013	4.5.3.8 Test Reports for County Departments													
1014	4.5.3.9 Roll Out Reports to Departments													
1015	4.5.3.10 County Obligation: Delivered DW and Reports for Department Use													
1016	4.5.3.11 Support County Interim DW Development -1													
1017	4.5.3.12 CGI-AMS Deliverable: County Interim DW Development Support -1													
1018	4.5.3.13 Support County Interim DW Development -2													
1019	4.5.3.14 CGI-AMS Deliverable: County Interim DW Development Support -2													
1020	4.5.3.15 Support County Interim DW Development -3													
1021	4.5.3.16 CGI-AMS Deliverable: County Interim DW Development Support -3													
1022	4.5.3.17 Support County Interim DW Development -4													
1023	4.5.3.18 CGI-AMS Deliverable: County Interim DW Development Support -4													
1024	4.5.3.19 Support County Interim DW Development -5													
1025	4.5.3.20 CGI-AMS Deliverable: County Interim DW Development Support -5													
1026	4.5.3.21 Support County Interim DW Development -6													

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1027	4.5.3.22 CGI-AMS Deliverable: County Interim DW Development Support -6					7/11								
1028	4.5.3.23 Support County Interim DW Development -7													
1029	4.5.3.24 CGI-AMS Deliverable: County Interim DW Development Support -7					9/26								
1030	4.6 Policy and Procedure Development													
1031	4.6.1 Plan Policy and Procedure Development													
1032	4.6.2 Document new Policy and Procedures and changes													
1033	4.6.2.1 Conduct Union Negotiations													
1034	4.6.2.2 Update Payroll Manuals as needed													
1035	4.6.2.3 Update County Web-sites as necessary													
1036	4.6.2.4 Update Fiscal Manual as needed													
1037	4.6.2.5 Update Interpretive Manual as needed													
1038	4.6.2.6 Update County Job Applications as needed													
1039	4.6.3 County Obligation: Updated Policy and Procedures Documents													
1040	4.6.4 Support Policy and Procedure Development -1													
1041	4.6.5 CGI-AMS Deliverable: Policy and procedure development support-1					4/28								
1042	4.6.6 Support Policy and Procedure Development -2													
1043	4.6.7 CGI-AMS Deliverable: Policy and procedure development support-2					7/25								
1044	4.6.8 Support Policy and Procedure Development -3													
1045	4.6.9 CGI-AMS Deliverable: Policy and procedure development support-3													
1046	4.6.10 Support Policy and Procedure Development -4													
1047	4.6.11 CGI-AMS Deliverable: Policy and procedure development support-4													
1048	4.7 Data Cleansing													
1049	4.7.1 Data Cleansing Plan													
1050	4.7.1.1 Develop Data Cleansing Plan													
1051	4.7.1.2 Review Data Cleansing Plan													
1052	4.7.1.3 Update Data Cleansing Plan													
1053	4.7.1.4 Approve Data Cleansing Plan													
1054	4.7.1.5 CGI-AMS Deliverable: Data Cleansing Plan					4/30								
1055	4.7.1.6 Execute Data Cleansing Plan													
1056	4.7.1.7 County Obligation: Cleansed eHR Data													8/31
1057	4.7.1.8 Support Data Cleansing -1													
1058	4.7.1.9 CGI-AMS Deliverable: Data Cleansing Support-1													
1059	4.7.1.10 Support Data Cleansing -2													
1060	4.7.1.11 CGI-AMS Deliverable: Data Cleansing Support-2													
1061	4.7.1.12 Support Data Cleansing -3													
1062	4.7.1.13 CGI-AMS Deliverable: Data Cleansing Support-3													
1063	4.7.1.14 Support Data Cleansing -4													
1064	4.7.1.15 CGI-AMS Deliverable: Data Cleansing Support-4													
1065	4.8 Security & Workflow Analysis													

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		H2	H1	H2										
1066	4.8.1 eHR Implementation Security Plan													
1067	4.8.1.1 Develop Detailed Security Plan													
1068	4.8.1.2 Review Security Plan													
1069	4.8.1.3 Update Security Plan													
1070	4.8.1.4 Approve Security Plan													
1071	4.8.1.5 County Obligation: Detailed Security & Workflow Plan													
1072	4.8.1.6 Support Security & Workflow Plan													
1073	4.8.1.7 CGI-AMS Deliverable: Security & Workflow Plan Support													
1074	4.8.2 Security and Workflow Setup - Client Iteration Test													
1075	4.8.2.1 Define Security and Workflow Rules													
1076	4.8.2.2 Review and approve Security & Workflow Rules													
1077	4.8.2.3 Configure Security and Workflow Tables/Settings													
1078	4.8.2.4 County Obligation: Configured Security & Workflow Tables - Client Iteration Test													
1079	4.8.2.5 Support Security and Workflow Setup - Client Iteration Test													
1080	4.8.2.6 CGI-AMS Deliverable: Security & Workflow Setup Support - Client Iteration Test													
1081	4.9 Security & Workflow Analysis													
1082	4.9.1 Develop Training Plan													
1083	4.9.1.1 Develop Detailed Training Plan													
1084	4.9.1.2 Review Training Plan													
1085	4.9.1.3 Update Training Plan													
1086	4.9.1.4 Approve Training Plan													
1087	4.9.1.5 CGI-AMS Deliverable: Training Plan													
1088														
1089	5 CREATE: AMS Advantage Payroll Implementation													
1090	5.1 Payroll Implementation Kick-off													
1091	5.1.1 Develop Payroll Kick-off Materials													
1092	5.1.2 Review Payroll Kick-off Materials													
1093	5.1.3 Update Payroll Kick-off Materials													
1094	5.1.4 Approve Payroll Kick-off Materials													
1095	5.1.5 Conduct Payroll Kick-off Meeting													
1096	5.1.6 CGI-AMS Deliverable: Payroll Implementation Kick-off Meeting													
1097	5.2 Technical Environment Set-Up													
1098	5.2.1 Establish Technical Environments													
1099	5.2.1.1 Training Environment													
1100	5.2.1.1.1 Install and Configure Training Environment													
1101	5.2.1.1.2 Install AMS Advantage 3 & 3rd Party Tools in Training Environment													
1102	5.2.1.1.3 County Obligation: Training Technical Environment													
1103	5.2.1.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
1104	5.2.1.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Training Environment													



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		H2	H1	H2										
1144	5.5.1.2.1 Outbound Interface Development - Payroll													
1145	5.5.1.2.1.1 Develop and Unit Test Outbound Interfaces Programs													
1146	5.5.1.2.1.2 System Test Outbound Interfaces Programs													
1147	5.5.1.2.1.3 CGI-AMS Deliverable: Outbound Interface Software - Payroll													
1148	5.5.1.2.2 Outbound Interface Development - Payroll													
1149	5.5.1.2.2.1 Develop and Unit Test Outbound Interfaces Programs (Temporary)													
1150	5.5.1.2.2.2 System Test Outbound Interfaces Programs (Temporary)													
1151	5.5.1.2.2.3 CGI-AMS Deliverable: Outbound Interface Software - Payroll (Temporary)													
1152	5.5.2 Data Conversion													
1153	5.5.2.1 Conversion Development and Load													
1154	5.5.2.1.1 Conversion Development and Load - Payroll													
1155	5.5.2.1.1.1 Develop & Unit Test Data Conversion Programs													
1156	5.5.2.1.1.2 Review Conversion Test Results													
1157	5.5.2.1.1.3 Assist in Loading Data (Manual Load)													
1158	5.5.2.1.1.4 Load Data in Conversion Staging Application													
1159	5.5.2.1.1.5 Approve Conversion Software													
1160	5.5.2.1.1.6 CGI-AMS Deliverables: Data Conversion Software - Payroll													
1161	5.5.3 Data Warehouse & Reports													
1162	5.5.3.1 Baseline Software Installation and Environment Setup													
1163	5.5.3.1.1 Baseline install and setup environment for AMS Advantage HRM													
1164	5.5.3.1.2 Baseline install and setup environment for infoAdvantage (Database and ETL)													
1165	5.5.3.2 Baseline Report Development Environment Setup													
1166	5.5.3.2.1 COGNOS Server Setup													
1167	5.5.3.2.2 County Obligation: COGNOS Server Setup													
1168	5.5.3.2.3 Obtain and Load Existing COGNOS Framework Manager Model													
1169	5.5.3.3 Report Requirement Analysis Preparation													
1170	5.5.3.3.1 Compile Report Requirements Inventory													
1171	5.5.3.3.2 Prioritize Report Requirements													
1172	5.5.3.3.2.1 Identify 150 Payroll Reports for Analysis													
1173	5.5.3.3.2.2 Identify 100 Payroll Reports for Development for Development by CGI-AMS													
1174	5.5.3.3.2.3 Identify 50 Reports for Development by County													
1175	5.5.3.3.2.4 County Obligation: Inventory List of 150 Payroll Reports for Analysis													
1176	5.5.3.3.2.5 County Obligation: Inventory List of 100 Payroll Reports for Development by CGI-AMS													
1177	5.5.3.3.2.6 County Obligation: Inventory List of 50 Reports for Development by County													
1178	5.5.3.4 Report Analysis													
1179	5.5.3.4.1 Report Analysis - Iteration 1													
1180	5.5.3.4.1.1 Analyze 75 County Reports -1													

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		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	
1181	5.5.3.4.1.1.1 Group and Map Reports to Requirements														
1182	5.5.3.4.1.1.2 Identify DW and Data Mapping Requirements														
1183	5.5.3.4.1.2 Document Impacts to DataModel and ETL														
1184	5.5.3.4.1.3 Review and Approve Customizations and Modifications														
1185	5.5.3.4.1.4 CGI-AMS Deliverable: Report Analysis Crosswalk of County Reports - Iteration 1														
1186	5.5.3.4.2 Report Analysis - Iteration 2														
1187	5.5.3.4.2.1 Analyze 75 County Reports -2														
1188	5.5.3.4.2.1.1 Group and Map Reports to Requirements														
1189	5.5.3.4.2.1.2 Identify DW and Data Mapping Requirements														
1190	5.5.3.4.2.2 Document Impacts to DataModel and ETL														
1191	5.5.3.4.2.3 Review and Approve Customizations and Modifications														
1192	5.5.3.4.2.4 CGI-AMS Deliverable: Report Analysis Crosswalk of County Reports - Iteration 2														
1193	5.5.3.5 DataModel and Data Warehouse Design and Development														
1194	5.5.3.5.1 Updated Data Warehouse														
1195	5.5.3.5.1.1 DW Enhancement Drop 1														
1196	5.5.3.5.1.2 CGI-AMS Deliverable: Updated Data Warehouse - Drop 1														
1197	5.5.3.5.1.3 DW Enhancement Drop 2														
1198	5.5.3.5.1.4 CGI-AMS Deliverable: Updated Data Warehouse - Drop 2														
1199	5.5.3.5.1.5 DW Enhancement Drop 3														
1200	5.5.3.5.1.6 CGI-AMS Deliverable: Updated Data Warehouse - Drop 3														
1201	5.5.3.5.1.7 Updated DataModel for Software Iteration 1, 2 and 3 Data Warehouse														
1202	5.5.3.5.2 Updated Report Development Environment Setup for Software Iteration 1, 2 and 3														
1203	5.5.3.5.2.1 COGNOS Server Setup														
1204	5.5.3.5.2.2 County Obligation: COGNOS Server Setup														
1205	5.5.3.5.2.3 Obtain and Load Existing COGNOS Framework Manager Model														
1206	5.5.3.5.3 Confirm impacts on Data Warehouse and ETL from Report Analysis														
1207	5.5.3.5.4 Confirm impacts on DataModel from Report Analysis														
1208	5.5.3.5.5 Design and Develop changes to baseline infoAdvantage DataModel														
1209	5.5.3.5.6 CGI-AMS Deliverable: Updated infoAdvantage DataModel														
1210	5.5.3.5.7 Logical Database Design														
1211	5.5.3.5.7.1 Dimension Table (New and/or Modifications) (No New Table)														
1212	5.5.3.5.7.2 Fact Table (New and/or Modifications)														
1213	5.5.3.5.7.3 Aggregate Table (New and/or Modifications)														
1214	5.5.3.5.7.4 Review Logical Database Design														
1215	5.5.3.5.8 Physical Database Design														
1216	5.5.3.5.8.1 Dimension Table (New and/or Modifications) (No New Table)														
1217	5.5.3.5.8.2 Fact Table (New and/or Modifications)														

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1218	5.5.3.5.8.3 Aggregate Table (New and/or Modifications)													
1219	5.5.3.5.8.4 Review Physical Database Design													
1220	5.5.3.5.9 Implement and Test Database Structure Changes													
1221	5.5.3.5.9.1 Dimension Table (New and/or Modifications) (No New Table)													
1222	5.5.3.5.9.2 Fact Table (New and/or Modifications)													
1223	5.5.3.5.9.3 Aggregate Table (New and/or Modifications)													
1224	5.5.3.5.10 CGI-AMS Deliverable: Updated eHR Data Warehouse													
1225	5.5.3.6 ETL Process Design and Development													
1226	5.5.3.6.1 ETL Technical Design													
1227	5.5.3.6.1.1 Dimension Table (New and/or Modifications) (No New Table)													
1228	5.5.3.6.1.2 Fact Table (New and/or Modifications)													
1229	5.5.3.6.1.3 Aggregate Table (New and/or Modifications)													
1230	5.5.3.6.1.4 Review Technical Design													
1231	5.5.3.6.1.5 CGI-AMS Deliverable: Updated infoAdvantage ETL Designs													
1232	5.5.3.6.2 Develop and Unit Test													
1233	5.5.3.6.2.1 Dimension Table (New and/or Modifications) (No New Table)													
1234	5.5.3.6.2.2 Fact Table (New and/or Modifications)													
1235	5.5.3.6.2.3 Aggregate Table (New and/or Modifications)													
1236	5.5.3.6.2.4 CGI-AMS Deliverable: Updated infoAdvantage ETL Software													
1237	5.5.3.6.3 Review Programs and Test Results													
1238	5.5.3.6.3.1 Dimension Table (New and/or Modifications) (No New Table)													
1239	5.5.3.6.3.2 Fact Table (New and/or Modifications)													
1240	5.5.3.6.3.3 Aggregate Table (New and/or Modifications)													
1241	5.5.3.6.4 Migrate Database Modifications and ETL Processes													
1242	5.5.3.6.4.1 Dimension Table (New and/or Modifications)													
1243	5.5.3.6.4.2 Fact Table (New and/or Modifications)													
1244	5.5.3.6.4.3 Aggregate Table (New and/or Modifications)													
1245	5.5.3.7 COGNOS Framework Manager Model and Packages													
1246	5.5.3.7.1 COGNOS Framework Manager Model Development													
1247	5.5.3.7.1.1 Create Framework Manager Model													
1248	5.5.3.7.1.2 CGI-AMS Deliverable: Master Framework Manager Model													
1249	5.5.3.7.1.3 Initial Technical Review COGNOS Framework Model													
1250	5.5.3.7.1.4 Update COGNOS Framework Model (LA County Database Modifications Dimension, Fact, Aggregate Table)													
1251	5.5.3.7.1.5 Technical Review COGNOS Framework Model													
1252	5.5.3.7.2 COGNOS Framework Model / Packages (1-2) Development													
1253	5.5.3.7.2.1 COGNOS Framework Model / Package 1													
1254	5.5.3.7.2.1.1 Create Package 1 for Data Warehouse													
1255	5.5.3.7.2.1.2 CGI-AMS Deliverable: COGNOS Framework Model/Package 1													

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1256	5.5.3.7.2.1.3 Initial Technical Review COGNOS Package 1													
1257	5.5.3.7.2.1.4 Update COGNOS Framework Model/Package 1 (LA County Database Modifications Dimension, Fact, Aggregate Table)													
1258	5.5.3.7.2.1.5 Technical Review COGNOS Framework Model/Package 1													
1259	5.5.3.7.2.2 COGNOS Framework Model / Package 2													
1260	5.5.3.7.2.2.1 Create Package 2 for Data Warehouse													
1261	5.5.3.7.2.2.2 CGI-AMS Deliverable: COGNOS Framework Model/Package 2													
1262	5.5.3.7.2.2.3 Initial Technical Review COGNOS Framework Model/Package 2													
1263	5.5.3.7.2.2.4 Update COGNOS Framework Model/Package 2 (LA County Database Modifications Dimension, Fact, Aggregate Table)													
1264	5.5.3.7.2.2.5 Technical Review COGNOS Framework Model/Package 2													
1265	5.5.3.8 Report Design & Development													
1266	5.5.3.8.1 Report Functional Design													
1267	5.5.3.8.1.1 Report Designs - Iteration 1 (75 Reports)													
1268	5.5.3.8.1.1.1 Develop Designs for Reports													
1269	5.5.3.8.1.1.2 Review Report Designs													
1270	5.5.3.8.1.1.3 Update Report Designs													
1271	5.5.3.8.1.1.4 Approve Report Designs													
1272	5.5.3.8.1.1.5 CGI-AMS: eHR Report Designs - Iteration 1 (75 Reports)													
1273	5.5.3.8.1.2 Report Designs - Iteration 2 (25 Reports)													
1274	5.5.3.8.1.2.1 Develop Designs for Reports													
1275	5.5.3.8.1.2.2 Review Report Designs													
1276	5.5.3.8.1.2.3 Update Report Designs													
1277	5.5.3.8.1.2.4 Approve Report Designs													
1278	5.5.3.8.1.2.5 CGI-AMS: eHR Report Designs - Iteration 2 (25 Reports)													
1279	5.5.3.8.2 Report Development													
1280	5.5.3.8.2.1 Report Development - Iteration 1 (75 Reports)													
1281	5.5.3.8.2.1.1 Develop & Test Reports													
1282	5.5.3.8.2.1.2 Approve Report Software													
1283	5.5.3.8.2.1.3 CGI-AMS Deliverable: eHR Report Software - Iteration 1 (75 Reports)													
1284	5.5.3.8.2.2 Report Development - Iteration 2 (25 Reports) - POST IMP													
1285	5.5.3.8.2.2.1 Develop & Test Reports													
1286	5.5.3.8.2.2.2 Approve Report Software													
1287	5.5.3.8.2.2.3 CGI-AMS Deliverable: eHR Report Software - Iteration 2 (25 Reports)													
1288	5.6 Software Testing													
1289	5.6.1 Integrated System Test													
1290	5.6.1.1 Develop Integrated System Test Plan & Scripts													
1291	5.6.1.2 Review Integrated System Test Plan & Scripts													
1292	5.6.1.3 Execute Integrated System Test													

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1293	5.6.1.4 Update Integrated System Test Plan & Scripts													
1294	5.6.1.5 Approve Integrated System Test Plan & Scripts													
1295	5.6.1.6 CGI-AMS Deliverable: Integrated System Test Plan, Scripts & Results													
1296	5.6.2 User Acceptance Test													
1297	5.6.2.1 Acceptance Test Environment Set-up													
1298	5.6.2.1.1 Install and Configure Acceptance Test Environment													
1299	5.6.2.1.2 Install AMS Advantage 3 & 3rd Party Tools in Acceptance Test Environment													
1300	5.6.2.1.3 County Obligation: Acceptance Test Technical Environment													
1301	5.6.2.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
1302	5.6.2.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Acceptance Test Environment													
1303	5.6.2.2 User Acceptance Test													
1304	5.6.2.2.1 Develop User Acceptance Test Plan													
1305	5.6.2.2.2 County Obligation: User Acceptance Test Plan													
1306	5.6.2.2.3 Develop User Acceptance Test Scripts													
1307	5.6.2.2.4 County Obligation: User Acceptance Scripts													
1308	5.6.2.2.5 Execute & Document User Acceptance Test Results													
1309	5.6.2.2.6 Review & Approve User Acceptance Test Results													
1310	5.6.2.2.7 County Obligation: User Acceptance Test Results													
1311	5.6.2.2.8 Support User Acceptance Test -1													
1312	5.6.2.2.9 CGI-AMS Deliverable: User Acceptance Test Support-1													
1313	5.6.2.2.10 Support User Acceptance Test -2													
1314	5.6.2.2.11 CGI-AMS Deliverable: User Acceptance Test Support-2													
1315	5.6.2.2.12 Support User Acceptance Test -3													
1316	5.6.2.2.13 CGI-AMS Deliverable: User Acceptance Test Support-3													
1317	5.6.3 Performance Test													
1318	5.6.3.1 Production Environment Set-up													
1319	5.6.3.1.1 Install and Configure Production Environment													
1320	5.6.3.1.2 Install AMS Advantage 3 & 3rd Party Tools in Production Environment													
1321	5.6.3.1.3 County Obligation: Production Technical Environment													
1322	5.6.3.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
1323	5.6.3.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Production Environment													
1324	5.6.3.2 Performance Test													
1325	5.6.3.2.1 Develop Performance Test Plan & Scripts													
1326	5.6.3.2.2 Review Performance Test Plan & Scripts													
1327	5.6.3.2.3 Update Performance Test Plan & Scripts													
1328	5.6.3.2.4 Approve Performance Test Plan & Scripts													
1329	5.6.3.2.5 CGI-AMS Deliverable: Performance Test Plan and Scripts													
1330	5.6.3.2.6 Execute Performance Test													

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		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
1331	5.6.3.2.7 CGI-AMS Deliverable: Performance Test Execution						◆	3/27						
1332	5.6.3.2.8 Review Performance Test Results						▬							
1333	5.6.3.2.9 Correct Performance Test Issues						▬							
1334	5.6.3.2.10 CGI-AMS Deliverable: Performance Tuning - Payroll						◆	5/22						
1335	5.6.3.2.11 CGI-AMS Deliverable: Performance Tuning - HRM						◆	5/22						
1336	5.6.3.2.12 Approve Performance Test Results						▬							
1337	5.6.3.2.13 CGI-AMS Deliverable: Performance Test Results						◆	6/5						
1338	5.6.4 Simulation Test						▬							
1339	5.6.4.1 Develop Simulation Test Plan & Scripts						▬							
1340	5.6.4.2 County Obligation: Simulation Test Plan & Scripts						◆	3/27						
1341	5.6.4.3 Execute & Document Simulation Test Results						▬							
1342	5.6.4.4 County Obligation: Simulation Test Results						◆	10/19						
1343	5.6.4.5 Support & Address Simulation Test Issues -1						▬							
1344	5.6.4.6 CGI-AMS Deliverable: Simulation Test Support-1						◆	6/18						
1345	5.6.4.7 Support & Address Simulation Test Issues-2						▬							
1346	5.6.4.8 CGI-AMS Deliverable: Simulation Test Support-2						◆	8/18						
1347	5.6.4.9 Support & Address Simulation Test Issues-3						▬							
1348	5.6.4.10 CGI-AMS Deliverable: Simulation Test Support-3						◆	10/19						
1349	5.7 Preparation for Implementation						▬							
1350	5.7.1 Update Internal Control Plans						▬							
1351	5.7.1.1 Review County Internal Control Plans						▬							
1352	5.7.1.2 Update County Internal Control Plans						▬							
1353	5.7.1.3 County Obligation: Internal Control Plan Documentation Updates						◆	9/26						
1354	5.7.2 Security and Workflow Setup						▬							
1355	5.7.2.1 Define Security and Workflow Rules						▬							
1356	5.7.2.2 Review and approve Security & Workflow Rules						▬							
1357	5.7.2.3 Configure Security and Workflow Tables/Settings						▬							
1358	5.7.2.4 County Obligation: Configured Security & Workflow Tables						◆	9/30						
1359	5.7.2.5 Support Security and Workflow Setup -1						▬							
1360	5.7.2.6 CGI-AMS Deliverable: Security & Workflow Setup Support-1						◆	12/31						
1361	5.7.2.7 Support Security and Workflow Setup -2						▬							
1362	5.7.2.8 CGI-AMS Deliverable: Security & Workflow Setup Support-2						◆	3/31						
1363	5.7.3 Knowledge Transfer & Training						▬							
1364	5.7.3.1 System Administration Training						▬							
1365	5.7.3.1.1 Prepare Materials / Schedule System Administration Training						▬							
1366	5.7.3.1.2 Conduct System Administration Training						▬							
1367	5.7.3.1.3 Review & Approve System Administration Training						▬							
1368	5.7.3.1.4 CGI-AMS Deliverable: System Administration Training						◆	4/3						
1369	5.7.3.2 Payroll Training						▬							

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			H2	H1	H2									
1370	5.7.3.2.1 Develop End User Training Materials													
1371	5.7.3.2.1.1 Prepare Materials													
1372	5.7.3.2.1.1.1 Prepare Materials - General													
1373	5.7.3.2.1.1.2 Prepare Materials - Benefits Administration													
1374	5.7.3.2.1.1.3 Prepare Materials - Payroll													
1375	5.7.3.2.1.1.4 Prepare Materials - Payroll Accounting Management													
1376	5.7.3.2.1.2 Tailor AMS Advantage 3 Training Materials (Power & End Users)													
1377	5.7.3.2.1.3 Review End User Training Materials													
1378	5.7.3.2.1.4 Update End User Training Materials													
1379	5.7.3.2.1.5 Approve End User Training Materials - General													
1380	5.7.3.2.1.6 CGI-AMS Deliverable: End User Training Materials - General													
1381	5.7.3.2.1.7 Approve End User Training Materials - Benefits Administration													
1382	5.7.3.2.1.8 CGI-AMS Deliverable: End User Training Materials - Benefits Administration													
1383	5.7.3.2.1.9 Approve End User Training Materials - Payroll and PAM													
1384	5.7.3.2.1.10 CGI-AMS Deliverable: End User Training Materials - Payroll and Payroll Accounting Management													
1385	5.7.3.2.2 Train Trainers													
1386	5.7.3.2.2.1 Finalize Logistics and Attendees													
1387	5.7.3.2.2.2 Conduct Trainer Training													
1388	5.7.3.2.2.3 Conduct Trainer Training Assessment													
1389	5.7.3.2.2.4 Review & Approve Trainer Training													
1390	5.7.3.2.2.5 CGI-AMS Deliverable: Trainer Training													
1391	5.7.3.2.3 Train End Users													
1392	5.7.3.2.3.1 Finalize Logistics and Attendees													
1393	5.7.3.2.3.2 Conduct End User Training (County)													
1394	5.7.3.2.3.3 Conduct Training Assessment													
1395	5.7.3.2.3.4 County Obligation: End User Training													
1396	5.7.3.2.3.5 Support End-User Training -1													
1397	5.7.3.2.3.6 CGI-AMS Deliverable: End User Training Support-1													
1398	5.7.3.2.3.7 Support End-User Training -2													
1399	5.7.3.2.3.8 CGI-AMS Deliverable: End User Training Support-2													
1400	5.7.3.2.3.9 Support End-User Training -3													
1401	5.7.3.2.3.10 CGI-AMS Deliverable: End User Training Support-3													
1402	5.7.4 Documentation Development													
1403	5.7.4.1 Users' Documentation													
1404	5.7.4.1.1 Update Online Users' Documentation													
1405	5.7.4.1.2 Prepare Updates/Addendum to Baseline Users' Guides													
1406	5.7.4.1.3 Review Updated Users' Documentation													
1407	5.7.4.1.4 Update Users' Documentation													

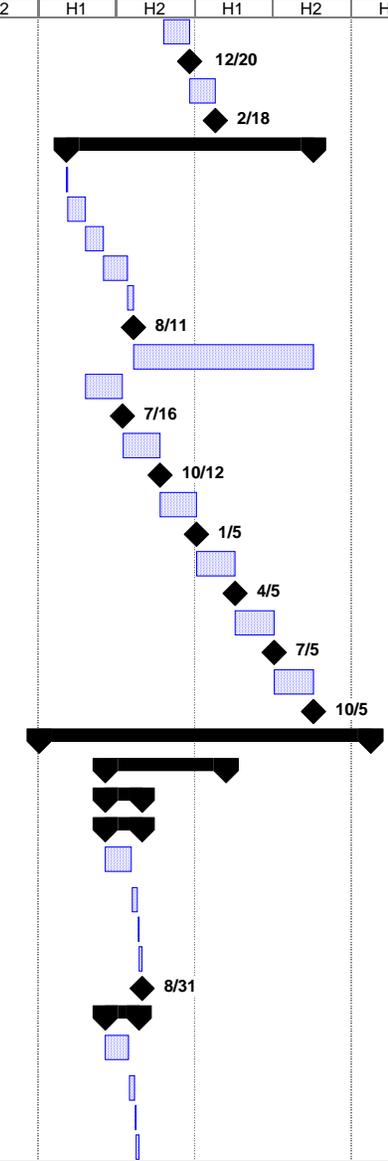
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1408	5.7.4.1.5 Approve Updated Users' Documentation													
1409	5.7.4.1.6 CGI-AMS Deliverable: AMS Advantage User Documentation													
1410	5.7.4.2 Systems Documentation													
1411	5.7.4.2.1 Update Online System Documentation													
1412	5.7.4.2.2 Prepare Updates/Addendum to System/Operations Documentation													
1413	5.7.4.2.3 Review Updated System/Operations Documentation													
1414	5.7.4.2.4 Update System/Operations Documentation													
1415	5.7.4.2.5 Approve Updated System/Operations Documentation													
1416	5.7.4.2.6 CGI-AMS Deliverable: AMS Advantage System Documentation													
1417	5.7.4.3 Operations Documentation													
1418	5.7.4.3.1 Prepare Updates to County Operations Documentation													
1419	5.7.4.3.2 Review & Approve County Operations Documentation													
1420	5.7.4.3.3 County Obligation: Operations Documentation Updates													
1421	5.7.4.3.4 Support Operations Documentation Updates													
1422	5.7.4.3.5 CGI-AMS Deliverable: eHR Operations Documentation Support													
1423	5.7.5 Transition Management													
1424	5.7.5.1 eHR Procedures Manual													
1425	5.7.5.1.1 Develop eHR procedures manual													
1426	5.7.5.1.2 Review eHR procedures manual													
1427	5.7.5.1.3 Update eHR procedures manual													
1428	5.7.5.1.4 Approve eHR procedures manual													
1429	5.7.5.1.5 County Obligation: eHR Procedures manual													
1430	5.7.5.1.6 Support eHR Procedure Manual Development													
1431	5.7.5.1.7 CGI-AMS Deliverable: eHR Procedures manual Support													
1432	5.7.5.2 Change Management													
1433	5.7.5.2.1 Communication													
1434	5.7.5.2.1.1 Develop Communication Plan													
1435	5.7.5.2.1.2 County Obligation: Completed Communication Plan													
1436	5.7.5.2.1.3 Execute Communication Plan													
1437	5.7.5.2.1.4 County Obligation: Execution of Communication Plan													
1438	5.7.5.2.2 Operational/Technical Readiness Assessment													
1439	5.7.5.2.2.1 Modify Operational/Technical Readiness Checklist													
1440	5.7.5.2.2.2 Review Operational/Technical Readiness Checklist													
1441	5.7.5.2.2.3 Update Operational/Technical Readiness Checklist													
1442	5.7.5.2.2.4 Approve Operational/Technical Readiness Checklist													
1443	5.7.5.2.2.5 County Obligation: Operational/Technical Readiness Checklist													
1444	5.7.5.2.2.6 Conduct Operational/Technical Readiness Assessment													
1445	5.7.5.2.2.7 County Obligation: Operational/Technical Readiness Assessment													

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		H2	H1	H2										
1446	5.7.5.2.3 Implementation/End User Readiness Assessment													
1447	5.7.5.2.3.1 Develop Implementation/End User Readiness Checklist													
1448	5.7.5.2.3.2 Review Implementation/End User Readiness Checklist													
1449	5.7.5.2.3.3 Update Implementation/End User Readiness Checklist													
1450	5.7.5.2.3.4 Approve Implementation/End User Readiness Checklist													
1451	5.7.5.2.3.5 County Obligation: Implementation/End User Readiness Checklist													
1452	5.7.5.2.3.6 Conduct Implementation/End User Readiness Assessment													
1453	5.7.5.2.3.7 County Obligation: Implementation/End User Readiness Assessment													
1454	5.7.5.2.3.8 Support Implementation/End User Readiness Assessment													
1455	5.7.5.2.3.9 CGI-AMS Deliverable: Implementation/End User Readiness Assessment Support													
1456	5.8 Version Synchronization													
1457	5.8.1 CGI-AMS Product Engineering (Code Merge)													
1458	5.8.1.1 Upgrade database scripts													
1459	5.8.1.2 Merge AMS Advantage 3.8 baseline with eCAPS mods													
1460	5.8.1.3 Re-Execute eCAPS System Tests													
1461	5.8.1.4 Package code base & ship to LA eCAPS													
1462	5.8.2 Onsite eCAPS Upgrade Tasks													
1463	5.8.2.1 Establish Technical Environments (Application and ADMIN)													
1464	5.8.2.1.1 System Test Environment													
1465	5.8.2.1.2 User Acceptance Test Environment													
1466	5.8.2.1.3 Training Environment													
1467	5.8.2.1.4 Learning Environment													
1468	5.8.2.1.5 Conversion Environment													
1469	5.8.2.1.6 Production Environment													
1470	5.8.2.2 Install/Test AMS Advantage HRM, ESS & ADMIN Software & 3rd Party Tools													
1471	5.8.2.2.1 Conversion Environment													
1472	5.8.2.2.2 System Test Environment													
1473	5.8.2.2.3 User Acceptance Test Environment													
1474	5.8.2.2.4 Training Environment													
1475	5.8.2.2.5 Learning Environment													
1476	5.8.2.2.6 Production Environment													
1477	5.8.2.3 Apply on-site customizations to database upgrade script													
1478	5.8.2.4 Upgrade eCAPS Source Code													
1479	5.8.2.5 Shakedown Testing													
1480	5.8.2.5.1 Shakedown Testing - Admin Application													
1481	5.8.2.5.2 Shakedown Testing - Financial Application													
1482	5.8.2.5.3 Shakedown Testing - Budget Prep Application													
1483	5.8.2.5.4 Shakedown Testing - Time Collection Application													

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		H2	H1	H2										
1484	5.8.3 Software Testing													
1485	5.8.3.1 Integrated System Test													
1486	5.8.3.1.1 Execute Integrated System Test													
1487	5.8.3.1.2 Review Integrated System Test Results													
1488	5.8.3.1.3 Correct Integrated System Test Issues													
1489	5.8.3.1.4 Approve Integrated System Test Results													
1490	5.8.3.1.5 CGI-AMS Deliverable: Version Synchronization Integrated System Test Plan, Scripts and Results													
1491	5.8.3.2 User Acceptance Test													
1492	5.8.3.2.1 Execute & Document User Acceptance Test Results													
1493	5.8.3.2.2 Support User Acceptance Test													
1494	5.8.3.2.3 Review & Approve User Acceptance Test Results													
1495	5.8.3.2.4 County Obligation: Completed User Acceptance Test													
1496	5.8.3.2.5 Support User Acceptance Test													
1497	5.8.3.2.6 CGI-AMS Deliverable: Version Synchronization User Acceptance Test Support													
1498	5.8.4 Cutover													
1499	5.8.4.1 Cutover Planning													
1500	5.8.4.2 CGI-AMS Deliverable: Version Synchronization Production Cutover Script													
1501	5.8.4.3 Cutover Rehearsal													
1502	5.8.4.4 Production Cutover Support													
1503	5.8.4.5 CGI-AMS Deliverable: Version Synchronization Production Cutover Support													
1504	5.8.4.6 Production Cutover (Live Production Operations)													
1505	5.8.5 Extended Availability Analysis													
1506	5.8.5.1 Analysis users & transactions for simultaneous processing													
1507	5.8.5.2 Hardware & supporting utilities analysis													
1508	5.8.5.3 Availability Options Implementation Strategy													
1509	5.8.5.4 Application Configuration & Testing Strategy													
1510	5.8.5.5 Draft Extended Availability Summary Report													
1511	5.8.5.6 County Obligation: Review & Approve Extended Availability Summary Report													
1512	5.8.5.7 CGI-AMS Deliverable: Extended Availability Summary Report													
1513														
1514	6 CREATE: AMS Advantage Core HR Implementation													
1515	6.1 Core HR Kick-off													
1516	6.1.1 Develop Core HR Kick-off Materials													
1517	6.1.2 Review Core HR Kick-off Materials													
1518	6.1.3 Update Core HR Kick-off Materials													
1519	6.1.4 Approve Core HR Kick-off Materials													
1520	6.1.5 Conduct Core HR Kick-off Meeting													
1521	6.1.6 CGI-AMS Deliverable: Core HR Implementation Kick-off Meeting													

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		H2	H1	H2										
1522	6.2 Technical Environment Set-Up													
1523	6.2.1 Establish Technical Environments													
1524	6.2.1.1 System Test Environment													
1525	6.2.1.1.1 Install and Configure System Test Environment													
1526	6.2.1.1.2 Install AMS Advantage 3 & 3rd Party Tools in System Test Environment													
1527	6.2.1.1.3 County Obligation: System Test Technical Environment													
1528	6.2.1.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
1529	6.2.1.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - System Test Environment													
1530	6.3 Policy and Procedure Development													
1531	6.3.1 Plan Policy and Procedure Development													
1532	6.3.2 Document new Policy and Procedures and changes													
1533	6.3.2.1 Conduct Union Negotiations													
1534	6.3.2.2 Update Payroll Manuals as needed													
1535	6.3.2.3 Update County Web-sites as necessary													
1536	6.3.2.4 Update Fiscal Manual as needed													
1537	6.3.2.5 Update Interpretive Manual as needed													
1538	6.3.2.6 Update County Job Applications as needed													
1539	6.3.3 County Obligation: Updated Policy and Procedures Documents													
1540	6.3.4 Support Policy and Procedure Development -5													
1541	6.3.5 CGI-AMS Deliverable: Policy and procedure development support-5													
1542	6.3.6 Support Policy and Procedure Development -6													
1543	6.3.7 CGI-AMS Deliverable: Policy and procedure development support-6													
1544	6.3.8 Support Policy and Procedure Development -7													
1545	6.3.9 CGI-AMS Deliverable: Policy and procedure development support-7													
1546	6.3.10 Support Policy and Procedure Development -8													
1547	6.3.11 CGI-AMS Deliverable: Policy and procedure development support-8													
1548	6.4 Data Cleansing													
1549	6.4.1 Data Cleansing Plan													
1550	6.4.1.1 Develop Data Cleansing Plan													
1551	6.4.1.2 Review Data Cleansing Plan													
1552	6.4.1.3 Update Data Cleansing Plan													
1553	6.4.1.4 Approve Data Cleansing Plan													
1554	6.4.1.5 CGI-AMS Deliverable: Data Cleansing Plan (Core HR)													
1555	6.4.1.6 Execute Data Cleansing Plan													
1556	6.4.1.7 County Obligation: Cleansed eHR Data													
1557	6.4.1.8 Support Data Cleansing -5													
1558	6.4.1.9 CGI-AMS Deliverable: Data Cleansing Support-5													
1559	6.4.1.10 Support Data Cleansing -6													
1560	6.4.1.11 CGI-AMS Deliverable: Data Cleansing Support-6													

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			H2	H1	H2									
1561	6.4.1.12 Support Data Cleansing -7													
1562	6.4.1.13 CGI-AMS Deliverable: Data Cleansing Support-7													
1563	6.4.1.14 Support Data Cleansing -8													
1564	6.4.1.15 CGI-AMS Deliverable: Data Cleansing Support-8													
1565	6.5 Reference Data Set-up													
1566	6.5.1 Review Delivered Reference Tables Setup													
1567	6.5.2 Setup System Reference Tables Data (from Fit-Gap Analysis)													
1568	6.5.3 Test System Reference Tables													
1569	6.5.4 Update System Reference Tables													
1570	6.5.5 Review & Approve System Reference Tables Setup													
1571	6.5.6 County Obligation: Reference Data Setup													
1572	6.5.7 Maintain Reference Tables													
1573	6.5.8 Support Reference Data Setup for Production -5													
1574	6.5.9 CGI-AMS Deliverable: Reference Data Support for Production-5													
1575	6.5.10 Support Reference Data Setup for Production -6													
1576	6.5.11 CGI-AMS Deliverable: Reference Data Support for Production-6													
1577	6.5.12 Support Reference Data Setup for Production -7													
1578	6.5.13 CGI-AMS Deliverable: Reference Data Support for Production-7													
1579	6.5.14 Support Reference Data Setup for Production -8													
1580	6.5.15 CGI-AMS Deliverable: Reference Data Support for Production-8													
1581	6.5.16 Support Reference Data Setup for Production -9													
1582	6.5.17 CGI-AMS Deliverable: Reference Data Support for Production-9													
1583	6.5.18 Support Reference Data Setup for Production -10													
1584	6.5.19 CGI-AMS Deliverable: Reference Data Support for Production-10													
1585	6.6 Software Construction													
1586	6.6.1 System Interfaces													
1587	6.6.1.1 Inbound System Interface Design													
1588	6.6.1.1.1 Inbound Interface Design - Personnel													
1589	6.6.1.1.1.1 Develop Inbound eHR Interface Designs - Mapping & Transformation													
1590	6.6.1.1.1.2 Review Inbound eHR Interface Designs													
1591	6.6.1.1.1.3 Update Inbound eHR Interface Designs													
1592	6.6.1.1.1.4 Approve Inbound eHR Interface Designs													
1593	6.6.1.1.1.5 CGI-AMS Deliverable: Inbound Interface Designs - Personnel													
1594	6.6.1.1.2 Inbound Interface Design - Other													
1595	6.6.1.1.2.1 Develop Inbound eHR Interface Designs - Mapping & Transformation													
1596	6.6.1.1.2.2 Review Inbound eHR Interface Designs													
1597	6.6.1.1.2.3 Update Inbound eHR Interface Designs													
1598	6.6.1.1.2.4 Approve Inbound eHR Interface Designs													



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		H2	H1	H2										
1599	6.6.1.1.2.5 CGI-AMS Deliverable: Inbound Interface Designs - Other													
1600	6.6.1.2 Inbound System Interface Development													
1601	6.6.1.2.1 Inbound Interface Development - Personnel													
1602	6.6.1.2.1.1 Develop and Unit Test Inbound Interfaces Programs													
1603	6.6.1.2.1.2 System Test Inbound Interfaces Programs													
1604	6.6.1.2.1.3 CGI-AMS Deliverable: Inbound Interface Software - Personnel													
1605	6.6.1.2.2 Inbound Interface Development - Other													
1606	6.6.1.2.2.1 Develop and Unit Test Inbound Interfaces Programs													
1607	6.6.1.2.2.2 System Test Inbound Interfaces Programs													
1608	6.6.1.2.2.3 CGI-AMS Deliverable: Inbound Interface Software - Other													
1609	6.6.1.3 Outbound System Interface Design													
1610	6.6.1.3.1 Outbound Interface Design - Personnel													
1611	6.6.1.3.1.1 Develop Outbound eHR Interface Designs - Mapping & Transformation													
1612	6.6.1.3.1.2 Review Outbound eHR Interface Designs													
1613	6.6.1.3.1.3 Update Outbound eHR Interface Designs													
1614	6.6.1.3.1.4 Approve Outbound eHR Interface Designs													
1615	6.6.1.3.1.5 County Obligation: Outbound Interface Designs - Personnel													
1616	6.6.1.3.2 Outbound Interface Design - Other													
1617	6.6.1.3.2.1 Develop Outbound eHR Interface Designs - Mapping & Transformation													
1618	6.6.1.3.2.2 Review Outbound eHR Interface Designs													
1619	6.6.1.3.2.3 Update Outbound eHR Interface Designs													
1620	6.6.1.3.2.4 Approve Outbound eHR Interface Designs													
1621	6.6.1.3.2.5 County Obligation: Outbound Interface Designs - Other													
1622	6.6.1.4 Outbound System Interface Development													
1623	6.6.1.4.1 Outbound Interface Development - Personnel													
1624	6.6.1.4.1.1 Develop and Unit Test Outbound Interfaces Programs													
1625	6.6.1.4.1.2 System Test Outbound Interfaces Programs													
1626	6.6.1.4.1.3 CGI-AMS Deliverable: Outbound Interface Software - Personnel													
1627	6.6.1.4.2 Outbound Interface Development - Other													
1628	6.6.1.4.2.1 Develop and Unit Test Outbound Interfaces Programs													
1629	6.6.1.4.2.2 System Test Outbound Interfaces Programs													
1630	6.6.1.4.2.3 CGI-AMS Deliverable: Outbound Interface Software - Other													
1631	6.6.2 Data Conversion													
1632	6.6.2.1 Core HR Implementation Conversion Plan													
1633	6.6.2.1.1 Develop Updated Conversion Plan													
1634	6.6.2.1.2 Review Conversion Plan													
1635	6.6.2.1.3 Update Conversion Plan													
1636	6.6.2.1.4 Approve Conversion Plan													

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		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
1637	6.6.2.1.5 CGI-AMS Deliverable: eHR Conversion Plan (Core HR)									6/22				
1638	6.6.2.2 Conversion Design													
1639	6.6.2.2.1 Conversion Design - Personnel													
1640	6.6.2.2.1.1 Develop Data Conversion Designs - Mapping and Transformation													
1641	6.6.2.2.1.2 Review Data Conversion Designs													
1642	6.6.2.2.1.3 Update Data Conversion Designs													
1643	6.6.2.2.1.4 Approve Data Conversion Designs													
1644	6.6.2.2.1.5 County Obligation: Field mappings and legacy system extracts - Personnel													
1645	6.6.2.2.1.6 CGI-AMS Deliverables: Data Conversion Designs - Personnel													
1646	6.6.2.2.2 Conversion Design - Other													
1647	6.6.2.2.2.1 Develop Data Conversion Designs - Mapping and Transformation													
1648	6.6.2.2.2.2 Review Data Conversion Designs													
1649	6.6.2.2.2.3 Update Data Conversion Designs													
1650	6.6.2.2.2.4 Approve Data Conversion Designs													
1651	6.6.2.2.2.5 County Obligation: Field mappings and legacy system extracts - Other													
1652	6.6.2.2.2.6 CGI-AMS Deliverables: Data Conversion Designs - Other													
1653	6.6.2.3 Conversion Development and Load													
1654	6.6.2.3.1 Conversion Development and Load - Personnel													
1655	6.6.2.3.1.1 Develop & Unit Test Data Conversion Programs													
1656	6.6.2.3.1.2 Review Conversion Test Results													
1657	6.6.2.3.1.3 Assist in Loading Data (Manual Load)													
1658	6.6.2.3.1.4 Load Data in Conversion Staging Application													
1659	6.6.2.3.1.5 Approve Conversion Software													
1660	6.6.2.3.1.6 CGI-AMS Deliverables: Data Conversion Software - Personnel													
1661	6.6.2.3.2 Conversion Development and Load - Other													
1662	6.6.2.3.2.1 Develop & Unit Test Data Conversion Programs													
1663	6.6.2.3.2.2 Review Conversion Test Results													
1664	6.6.2.3.2.3 Assist in Loading Data (Manual Load)													
1665	6.6.2.3.2.4 Load Data in Conversion Staging Application													
1666	6.6.2.3.2.5 Approve Conversion Software													
1667	6.6.2.3.2.6 CGI-AMS Deliverables: Data Conversion Software - Other													
1668	6.6.3 eHR Data Warehouse & Reports													
1669	6.6.3.1 Baseline Report Development Environment Setup													
1670	6.6.3.1.1 COGNOS Server Setup													
1671	6.6.3.1.2 County Obligation: COGNOS Server Setup													
1672	6.6.3.1.3 Obtain and Load Existing COGNOS Framework Manager Model													
1673	6.6.3.2 Report Requirement Analysis Preparation													
1674	6.6.3.2.1 Compile Report Requirements Inventory													

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		H2	H1	H2										
1675	6.6.3.2.2 Prioritize Report Requirements													
1676	6.6.3.2.2.1 Identify 350 HR Reports for Analysis													
1677	6.6.3.2.2.2 Identify 200 HR Reports for Development for Development by CGI-AMS													
1678	6.6.3.2.2.3 Identify 150 HR Reports for Development by County													
1679	6.6.3.2.2.4 County Obligation: Inventory List of 350 Reports for Analysis													
1680	6.6.3.2.2.5 County Obligation: Inventory List of 200 Reports for Development by CGI-AMS and 200 Reports for Development by County													
1681	6.6.3.2.2.6 County Obligation: Inventory List of 150 Reports for Development by County													
1682	6.6.3.3 Report Analysis													
1683	6.6.3.3.1 Report Analysis - Iteration 3													
1684	6.6.3.3.1.1 Analyze 75 County Reports -3													
1685	6.6.3.3.1.1.1 Group and Map Reports to Requirements													
1686	6.6.3.3.1.1.2 Identify DW and Data Mapping Requirements													
1687	6.6.3.3.1.2 Document Impacts to DataModel and ETL													
1688	6.6.3.3.1.3 Review and Approve Customizations and Modifications													
1689	6.6.3.3.1.4 CGI-AMS Deliverable: Report Analysis Crosswalk of County Reports - Iteration 3													
1690	6.6.3.3.2 Report Analysis - Iteration 4													
1691	6.6.3.3.2.1 Analyze 75 County Reports -4													
1692	6.6.3.3.2.1.1 Group and Map Reports to Requirements													
1693	6.6.3.3.2.1.2 Identify DW and Data Mapping Requirements													
1694	6.6.3.3.2.2 Document Impacts to DataModel and ETL													
1695	6.6.3.3.2.3 Review and Approve Customizations and Modifications													
1696	6.6.3.3.2.4 CGI-AMS Deliverable: Report Analysis Crosswalk of County Reports - Iteration 4													
1697	6.6.3.3.3 Report Analysis - Iteration 5													
1698	6.6.3.3.3.1 Analyze 100 County Reports -5													
1699	6.6.3.3.3.1.1 Group and Map Reports to Requirements													
1700	6.6.3.3.3.1.2 Identify DW and Data Mapping Requirements													
1701	6.6.3.3.3.2 Document Impacts to DataModel and ETL													
1702	6.6.3.3.3.3 Review and Approve Customizations and Modifications													
1703	6.6.3.3.3.4 CGI-AMS Deliverable: Report Analysis Crosswalk of County Reports - Iteration 5													
1704	6.6.3.3.4 Report Analysis - Iteration 6													
1705	6.6.3.3.4.1 Analyze 100 County Reports -6													
1706	6.6.3.3.4.1.1 Group and Map Reports to Requirements													
1707	6.6.3.3.4.1.2 Identify DW and Data Mapping Requirements													
1708	6.6.3.3.4.2 Document Impacts to DataModel and ETL													
1709	6.6.3.3.4.3 Review and Approve Customizations and Modifications													

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		H2	H1	H2										
1710	6.6.3.3.4.4 CGI-AMS Deliverable: Report Analysis Crosswalk of County Reports - Iteration 6													
1711	6.6.3.4 DataModel and Data Warehouse Design and Development													
1712	6.6.3.4.1 Updated Report Development Environment Setup for AMS Advantage 3.8													
1713	6.6.3.4.1.1 COGNOS Server Setup													
1714	6.6.3.4.1.2 County Obligation: COGNOS Server Setup													
1715	6.6.3.4.1.3 Obtain and Load Existing COGNOS Framework Manager Model													
1716	6.6.3.4.2 Confirm impacts on Data Warehouse and ETL from Report Analysis													
1717	6.6.3.4.3 Confirm impacts on DataModel from Report Analysis													
1718	6.6.3.4.4 Design and Develop changes to baseline infoAdvantage DataModel													
1719	6.6.3.4.5 CGI-AMS Deliverable: Updated infoAdvantage DataModel (Core HR)													
1720	6.6.3.4.6 Logical Database Design													
1721	6.6.3.4.6.1 Dimension Table (New and/or Modifications) (No New Table)													
1722	6.6.3.4.6.2 Fact Table (New and/or Modifications)													
1723	6.6.3.4.6.3 Aggregate Table (New and/or Modifications)													
1724	6.6.3.4.6.4 Review Logical Database Design													
1725	6.6.3.4.7 Physical Database Design													
1726	6.6.3.4.7.1 Dimension Table (New and/or Modifications) (No New Table)													
1727	6.6.3.4.7.2 Fact Table (New and/or Modifications)													
1728	6.6.3.4.7.3 Aggregate Table (New and/or Modifications)													
1729	6.6.3.4.7.4 Review Physical Database Design													
1730	6.6.3.4.8 Implement and Test Database Structure Changes													
1731	6.6.3.4.8.1 Dimension Table (New and/or Modifications) (No New Table)													
1732	6.6.3.4.8.2 Fact Table (New and/or Modifications)													
1733	6.6.3.4.8.3 Aggregate Table (New and/or Modifications)													
1734	6.6.3.4.9 CGI-AMS Deliverable: Updated eHR Data Warehouse (Core HR)													
1735	6.6.3.5 ETL Process Design and Development													
1736	6.6.3.5.1 ETL Technical Design													
1737	6.6.3.5.1.1 Dimension Table (New and/or Modifications) (No New Table)													
1738	6.6.3.5.1.2 Fact Table (New and/or Modifications)													
1739	6.6.3.5.1.3 Aggregate Table (New and/or Modifications)													
1740	6.6.3.5.1.4 Review Technical Design													
1741	6.6.3.5.1.5 CGI-AMS Deliverable: Updated infoAdvantage ETL Designs (Core HR)													
1742	6.6.3.5.2 Develop and Unit Test													
1743	6.6.3.5.2.1 Dimension Table (New and/or Modifications) (No New Table)													
1744	6.6.3.5.2.2 Fact Table (New and/or Modifications)													
1745	6.6.3.5.2.3 Aggregate Table (New and/or Modifications)													
1746	6.6.3.5.2.4 CGI-AMS Deliverable: Updated infoAdvantage ETL Software (Core HR)													
1747	6.6.3.5.3 Review Programs and Test Results													

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		H2		H1	H2										
1748	6.6.3.5.3.1 Dimension Table (New and/or Modifications) (No New Table)														
1749	6.6.3.5.3.2 Fact Table (New and/or Modifications)														
1750	6.6.3.5.3.3 Aggregate Table (New and/or Modifications)														
1751	6.6.3.5.4 Migrate Database Modifications and ETL Processes														
1752	6.6.3.5.4.1 Dimension Table (New and/or Modifications)														
1753	6.6.3.5.4.2 Fact Table (New and/or Modifications)														
1754	6.6.3.5.4.3 Aggregate Table (New and/or Modifications)														
1755	6.6.3.6 COGNOS Framework Manager Model and Packages														
1756	6.6.3.6.1 COGNOS Framework Manager Model Development														
1757	6.6.3.6.1.1 Create Framework Manager Model														
1758	6.6.3.6.1.2 CGI-AMS Deliverable: Master Framework Manager Model														
1759	6.6.3.6.1.3 Initial Technical Review COGNOS Framework Model														
1760	6.6.3.6.1.4 Update COGNOS Framework Model (LA County Database Modifications Dimension, Fact, Aggregate Table)														
1761	6.6.3.6.1.5 Technical Review COGNOS Framework Model														
1762	6.6.3.6.2 COGNOS Framework Model / Packages (3-5) Development														
1763	6.6.3.6.2.1 COGNOS Framework Model / Package 3														
1764	6.6.3.6.2.1.1 Create Package 3 for Data Warehouse														
1765	6.6.3.6.2.1.2 CGI-AMS Deliverable: COGNOS Framework Model / Package 3														
1766	6.6.3.6.2.1.3 Initial Technical Review COGNOS Package 3														
1767	6.6.3.6.2.1.4 Update COGNOS Package 3 (LA County Database Modifications Dimension, Fact, Aggregate Table)														
1768	6.6.3.6.2.1.5 Technical Review COGNOS Package 3														
1769	6.6.3.6.2.2 COGNOS Framework Model / Package 4														
1770	6.6.3.6.2.2.1 Create Package 4 for Data Warehouse														
1771	6.6.3.6.2.2.2 CGI-AMS Deliverable: COGNOS Framework Model / Package 4														
1772	6.6.3.6.2.2.3 Initial Technical Review COGNOS Package 4														
1773	6.6.3.6.2.2.4 Update COGNOS Package 4 (LA County Database Modifications Dimension, Fact, Aggregate Table)														
1774	6.6.3.6.2.2.5 Technical Review COGNOS Package 4														
1775	6.6.3.6.2.3 COGNOS Framework Model / Package 5														
1776	6.6.3.6.2.3.1 Create Package 5 for Data Warehouse														
1777	6.6.3.6.2.3.2 CGI-AMS Deliverable: COGNOS Framework Model /Package 5														
1778	6.6.3.6.2.3.3 Initial Technical Review COGNOS Package 5														
1779	6.6.3.6.2.3.4 Update COGNOS Package 5 (LA County Database Modifications Dimension, Fact, Aggregate Table)														
1780	6.6.3.6.2.3.5 Technical Review COGNOS Package 5														
1781	6.6.3.7 Report Design & Development														
1782	6.6.3.7.1 Report Functional Design														
1783	6.6.3.7.1.1 Report Designs - Iteration 3 (100 Reports)														
1784	6.6.3.7.1.1.1 Develop Designs for Reports														
1785	6.6.3.7.1.1.2 Review Report Designs														

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		H2	H1	H2										
1786	6.6.3.7.1.1.3 Update Report Designs													
1787	6.6.3.7.1.1.4 Approve Report Designs													
1788	6.6.3.7.1.1.5 CGI-AMS Deliverable: eHR Report Designs - Iteration 3 (100 Reports)													
1789	6.6.3.7.1.2 Report Designs - Iteration 4 (75 Reports)													
1790	6.6.3.7.1.2.1 Develop Designs for Reports													
1791	6.6.3.7.1.2.2 Review Report Designs													
1792	6.6.3.7.1.2.3 Update Report Designs													
1793	6.6.3.7.1.2.4 Approve Report Designs													
1794	6.6.3.7.1.2.5 CGI-AMS Deliverable: eHR Report Designs - Iteration 4 (75 Reports)													
1795	6.6.3.7.1.3 Report Designs - Iteration 5 (25 Reports)													
1796	6.6.3.7.1.3.1 Develop Designs for Reports													
1797	6.6.3.7.1.3.2 Review Report Designs													
1798	6.6.3.7.1.3.3 Update Report Designs													
1799	6.6.3.7.1.3.4 Approve Report Designs													
1800	6.6.3.7.1.3.5 CGI-AMS Deliverable: eHR Report Designs - Iteration 5 (25 Reports)													
1801	6.6.3.7.2 Report Development													
1802	6.6.3.7.2.1 Report Development - Iteration 3 (100 Reports)													
1803	6.6.3.7.2.1.1 Develop & Test Reports													
1804	6.6.3.7.2.1.2 Approve Report Software													
1805	6.6.3.7.2.1.3 CGI-AMS Deliverable: eHR Report Software - Iteration 3 (100 Reports)													
1806	6.6.3.7.2.2 Report Development - Iteration 4 (75 Reports)													
1807	6.6.3.7.2.2.1 Develop & Test Reports													
1808	6.6.3.7.2.2.2 Approve Report Software													
1809	6.6.3.7.2.2.3 CGI-AMS Deliverable: eHR Report Software - Iteration 4 (75 Reports)													
1810	6.6.3.7.2.3 Report Development - Iteration 5 (25 Reports - Post Implementation)													
1811	6.6.3.7.2.3.1 Develop & Test Reports													
1812	6.6.3.7.2.3.2 Approve Report Software													
1813	6.6.3.7.2.3.3 CGI-AMS Deliverable: HRM Report Software - Iteration 5 (25 Reports)													
1814	6.7 Software Testing													
1815	6.7.1 Integrated System Test													
1816	6.7.1.1 Develop Integrated System Test Plan & Scripts													
1817	6.7.1.2 Review Integrated System Test Plan & Scripts													
1818	6.7.1.3 Execute Integrated System Test													
1819	6.7.1.4 Update Integrated System Test Plan & Scripts													
1820	6.7.1.5 Approve Integrated System Test Plan & Scripts													
1821	6.7.1.6 CGI-AMS Deliverable: Integrated System Test Plan, Scripts & Results (Core HR)													
1822	6.7.2 User Acceptance Test													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
1823	6.7.2.1 Acceptance Test Environment Set-up													
1824	6.7.2.1.1 Install and Configure Acceptance Test Environment													
1825	6.7.2.1.2 Install AMS Advantage 3 & 3rd Party Tools in Acceptance Test Environment (Core HR)													
1826	6.7.2.1.3 County Obligation: Acceptance Test Technical Environment													
1827	6.7.2.1.4 Review & Approve Advantage 3, 3rd Party Tools Installations													
1828	6.7.2.1.5 CGI-AMS Deliverable: Advantage 3, 3rd Party Tools Installation - Acceptance Test Environment (Core HR)													
1829	6.7.2.2 User Acceptance Test													
1830	6.7.2.2.1 Develop User Acceptance Test Plan													
1831	6.7.2.2.2 County Obligation: User Acceptance Test Plan													
1832	6.7.2.2.3 Develop User Acceptance Test Scripts													
1833	6.7.2.2.4 County Obligation: User Acceptance Scripts													
1834	6.7.2.2.5 Execute & Document User Acceptance Test Results													
1835	6.7.2.2.6 Review & Approve User Acceptance Test Results													
1836	6.7.2.2.7 County Obligation: User Acceptance Test Results													
1837	6.7.2.2.8 Support User Acceptance Test -1													
1838	6.7.2.2.9 CGI-AMS Deliverable: User Acceptance Test Support-1 (Core HR)													
1839	6.7.2.2.10 Support User Acceptance Test -2													
1840	6.7.2.2.11 CGI-AMS Deliverable: User Acceptance Test Support-2 (Core HR)													
1841	6.7.2.2.12 Support User Acceptance Test -3													
1842	6.7.2.2.13 CGI-AMS Deliverable: User Acceptance Test Support-3 (Core HR)													
1843	6.8 Preparation for Implementation													
1844	6.8.1 Security & Workflow Analysis													
1845	6.8.1.1 eHR Implementation Security Plan													
1846	6.8.1.1.1 Develop Detailed Security Plan													
1847	6.8.1.1.2 Review Security Plan													
1848	6.8.1.1.3 Update Security Plan													
1849	6.8.1.1.4 Approve Security Plan													
1850	6.8.1.1.5 County Obligation: Detailed Security & Workflow Plan (Updated)													
1851	6.8.1.1.6 Support Security & Workflow Plan													
1852	6.8.1.1.7 CGI-AMS Deliverable: Security & Workflow Plan Support - Updated													
1853	6.8.2 Update Internal Control Plans													
1854	6.8.2.1 Review County Internal Control Plans													
1855	6.8.2.2 Update County Internal Control Plans													
1856	6.8.2.3 County Obligation: Internal Control Plan Documentation Updates													
1857	6.8.3 Security and Workflow Setup													
1858	6.8.3.1 Define Security and Workflow Rules													
1859	6.8.3.2 Review and approve Security & Workflow Rules													
1860	6.8.3.3 Configure Security and Workflow Tables/Settings													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
			H2	H1	H2									
1861	6.8.3.4 County Obligation: Configured Security & Workflow Tables													
1862	6.8.3.5 Support Security and Workflow Setup -3													
1863	6.8.3.6 CGI-AMS Deliverable: Security & Workflow Setup Support-3													
1864	6.8.3.7 Support Security and Workflow Setup -4													
1865	6.8.3.8 CGI-AMS Deliverable: Security & Workflow Setup Support-4													
1866	6.8.4 Knowledge Transfer & Training													
1867	6.8.4.1 Training/Learning Environment													
1868	6.8.4.1.1 Install and Configure Training/Learning Environment													
1869	6.8.4.1.2 Install Advantage 3 & 3rd Party Tools in Training/Learning Environment													
1870	6.8.4.1.3 County Obligation: Training/Learning Technical Environment													
1871	6.8.4.1.4 Review & Approve Advantage 3, 3rd Party Tools Installations													
1872	6.8.4.1.5 CGI-AMS Deliverable: Advantage 3, 3rd Party Tools Installation - Training/Learning Environment (Core HR)													
1873	6.8.4.2 System Administration Training - Updated													
1874	6.8.4.2.1 Prepare Materials / Schedule System Administration Training													
1875	6.8.4.2.2 Conduct System Administration Training													
1876	6.8.4.2.3 Review & Approve System Administration Training													
1877	6.8.4.2.4 CGI-AMS Deliverable: System Administration Training - Updated													
1878	6.8.4.3 Core HR Training													
1879	6.8.4.3.1 Develop End User Training Materials													
1880	6.8.4.3.1.1 Prepare Materials													
1881	6.8.4.3.1.1.1 Prepare Materials - General (Updated)													
1882	6.8.4.3.1.1.2 Prepare Materials - Position Control													
1883	6.8.4.3.1.1.3 Prepare Materials - Personnel Administration													
1884	6.8.4.3.1.1.4 Prepare Materials - Time and Attendance													
1885	6.8.4.3.1.1.5 Prepare Materials - Employee Self Service													
1886	6.8.4.3.1.2 Tailor Advantage 3 Training Materials (Power & End Users)													
1887	6.8.4.3.1.3 Review End User Training Materials													
1888	6.8.4.3.1.4 Update End User Training Materials													
1889	6.8.4.3.1.5 Approve End User Training Materials - General													
1890	6.8.4.3.1.6 CGI-AMS Deliverable: End User Training Materials - General (Updated)													
1891	6.8.4.3.1.7 Approve End User Training Materials - Position Control													
1892	6.8.4.3.1.8 CGI-AMS Deliverable: End User Training Materials - Position Control													
1893	6.8.4.3.1.9 Approve End User Training Materials - Personnel Administration													
1894	6.8.4.3.1.10 CGI-AMS Deliverable: End User Training Materials - Personnel Administration													
1895	6.8.4.3.1.11 Approve End User Training Materials - Time and Attendance													
1896	6.8.4.3.1.12 CGI-AMS Deliverable: End User Training Materials - Time and Attendance													
1897	6.8.4.3.1.13 Approve End User Training Materials - Employee Self Service													

ID	Task Name	06		2007		2008		2009		2010		2011		2012	
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	
1898	6.8.4.3.1.14 CGI-AMS Deliverable: End User Training Materials - Employee Self Service											H1	H2		
1899	6.8.4.3.2 Train Trainers (Core HR)											H1	H2		
1900	6.8.4.3.2.1 Finalize Logistics and Attendees											H1	H2		
1901	6.8.4.3.2.2 Conduct Trainer Training											H1	H2		
1902	6.8.4.3.2.3 Conduct Trainer Training Assessment											H1	H2		
1903	6.8.4.3.2.4 Review & Approve Trainer Training											H1	H2		
1904	6.8.4.3.2.5 CGI-AMS Deliverable: Trainer Training (Core HR)											H1	H2		
1905	6.8.4.3.3 Train End Users											H1	H2		
1906	6.8.4.3.3.1 Finalize Logistics and Attendees											H1	H2		
1907	6.8.4.3.3.2 Conduct End User Training (County)											H1	H2		
1908	6.8.4.3.3.3 Conduct Training Assessment											H1	H2		
1909	6.8.4.3.3.4 County Obligation: End User Training											H1	H2		
1910	6.8.4.3.3.5 Support End-User Training -4											H1	H2		
1911	6.8.4.3.3.6 CGI-AMS Deliverable: End User Training Support-4											H1	H2		
1912	6.8.4.3.3.7 Support End-User Training -5											H1	H2		
1913	6.8.4.3.3.8 CGI-AMS Deliverable: End User Training Support-5											H1	H2		
1914	6.8.4.3.3.9 Support End-User Training -6											H1	H2		
1915	6.8.4.3.3.10 CGI-AMS Deliverable: End User Training Support-6											H1	H2		
1916	6.8.5 Documentation Development											H1	H2		
1917	6.8.5.1 Users' Documentation											H1	H2		
1918	6.8.5.1.1 Update Online Users' Documentation											H1	H2		
1919	6.8.5.1.2 Prepare Updates/Addendum to Baseline Users' Guides											H1	H2		
1920	6.8.5.1.3 Review Updated Users' Documentation											H1	H2		
1921	6.8.5.1.4 Update Users' Documentation											H1	H2		
1922	6.8.5.1.5 Approve Updated Users' Documentation											H1	H2		
1923	6.8.5.1.6 CGI-AMS Deliverable: AMS Advantage User Documentation - Updated											H1	H2		
1924	6.8.5.2 Systems Documentation											H1	H2		
1925	6.8.5.2.1 Update Online System Documentation											H1	H2		
1926	6.8.5.2.2 Prepare Updates/Addendum to System/Operations Documentation											H1	H2		
1927	6.8.5.2.3 Review Updated System/Operations Documentation											H1	H2		
1928	6.8.5.2.4 Update System/Operations Documentation											H1	H2		
1929	6.8.5.2.5 Approve Updated System/Operations Documentation											H1	H2		
1930	6.8.5.2.6 CGI-AMS Deliverable: AMS Advantage System Documentation - Updated											H1	H2		
1931	6.8.5.3 Operations Documentation											H1	H2		
1932	6.8.5.3.1 Prepare Updates to County Operations Documentation											H1	H2		
1933	6.8.5.3.2 Review & Approve County Operations Documentation											H1	H2		
1934	6.8.5.3.3 County Obligation: Operations Documentation Updates											H1	H2		
1935	6.8.5.3.4 Support Operations Documentation Updates											H1	H2		
1936	6.8.5.3.5 CGI-AMS Deliverable: eHR Operations Documentation Support - Updated											H1	H2		

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
1937	6.8.6 Transition Management													
1938	6.8.6.1 eHR Procedures Manual													
1939	6.8.6.1.1 Develop eHR procedures manual													
1940	6.8.6.1.2 Review eHR procedures manual													
1941	6.8.6.1.3 Update eHR procedures manual													
1942	6.8.6.1.4 Approve eHR procedures manual													
1943	6.8.6.1.5 County Obligation: eHR Procedures manual													
1944	6.8.6.1.6 Support eHR Procedure Manual Development													
1945	6.8.6.1.7 CGI-AMS Deliverable: eHR Procedures manual Support - Updated													
1946	6.8.6.2 Change Management													
1947	6.8.6.2.1 Communication													
1948	6.8.6.2.1.1 Develop Communication Plan													
1949	6.8.6.2.1.2 County Obligation: Completed Communication Plan													
1950	6.8.6.2.1.3 Execute Communication Plan													
1951	6.8.6.2.1.4 County Obligation: Execution of Communication Plan													
1952	6.8.6.2.2 Operational/Technical Readiness Assessment													
1953	6.8.6.2.2.1 Modify Operational/Technical Readiness Checklist													
1954	6.8.6.2.2.2 Review Operational/Technical Readiness Checklist													
1955	6.8.6.2.2.3 Update Operational/Technical Readiness Checklist													
1956	6.8.6.2.2.4 Approve Operational/Technical Readiness Checklist													
1957	6.8.6.2.2.5 County Obligation: Operational/Technical Readiness Checklist													
1958	6.8.6.2.2.6 Conduct Operational/Technical Readiness Assessment													
1959	6.8.6.2.2.7 County Obligation: Operational/Technical Readiness Assessment													
1960	6.8.6.2.3 Implementation/End User Readiness Assessment													
1961	6.8.6.2.3.1 Develop Implementation/End User Readiness Checklist													
1962	6.8.6.2.3.2 Review Implementation/End User Readiness Checklist													
1963	6.8.6.2.3.3 Update Implementation/End User Readiness Checklist													
1964	6.8.6.2.3.4 Approve Implementation/End User Readiness Checklist													
1965	6.8.6.2.3.5 County Obligation: Implementation/End User Readiness Checklist													
1966	6.8.6.2.3.6 Conduct Implementation/End User Readiness Assessment													
1967	6.8.6.2.3.7 County Obligation: Implementation/End User Readiness Assessment													
1968	6.8.6.2.3.8 Support Implementation/End User Readiness Assessment													
1969	6.8.6.2.3.9 CGI-AMS Deliverable: Implementation/End User Readiness Assessment Support (Core HR)													
1970														
1971	7 ACHIEVE: AMS Advantage Talent Management													
1972	7.1 Achieve: Rollout 1													
1973	7.1.1 Final Site walkthrough - staging													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
1974	7.1.2 Production Environment Setup - Move Site into Production				▼									
1975	7.1.2.1 Verify Production Environment				▼									
1976	7.1.2.2 Verify code in Production				▼									
1977	7.1.3 Production Cutover				▼									
1978	7.1.3.1 Production Cutover Script				▼									
1979	7.1.3.1.1 Draft Production Cutover Script				▼									
1980	7.1.3.1.2 Review Production Cutover Script				▼									
1981	7.1.3.1.3 Update Production Cutover Script				▼									
1982	7.1.3.1.4 Approve Production Cutover Script				▼									
1983	7.1.3.1.5 CGI-AMS Deliverable: Talent Management Production Cutover Script - Rollout 1				◆	3/7								
1984	7.1.3.2 Provide Production URLs to client (enterprises and talent gateways)				▼									
1985	7.1.3.3 Launch Talent Gateways on website				▼									
1986	7.1.3.4 Execute Production Data Conversion				▼									
1987	7.1.3.5 Execute Cutover to New Operational Procedures				▼									
1988	7.1.3.6 Implement Updated Business Processes				▼									
1989	7.1.3.7 Technical support for Production Cutover				▼									
1990	7.1.3.8 Hand-Off Operations to Client Support Staff				▼									
1991	7.1.3.9 CGI-AMS Deliverable: Talent Management Production Cutover Support - Rollout 1				◆	3/24								
1992	7.1.3.10 Production Cutover (Live Production Operations)				◆	3/24								
1993	7.1.4 Post Implementation Support - Rollout 1				▼									
1994	7.1.4.1 Post-implementation Talent Management Support Rollout 1, Month 1				▼									
1995	7.1.4.2 CGI-AMS Deliverable: Talent Management Post-Implementation Support - Rollout 1, Month 1				◆	4/30								
1996	7.1.4.3 Post-implementation Talent Management Support Rollout 1, Month 2				▼									
1997	7.1.4.4 CGI-AMS Deliverable: Talent Management Post-Implementation Support - Rollout 1, Month 2				◆	5/30								
1998	7.1.4.5 Post-implementation Talent Management Support Rollout 1, Month 3				▼									
1999	7.1.4.6 CGI-AMS Deliverable: Talent Management Post-Implementation Support - Rollout 1, Month 3				◆	6/30								
2000	7.2 Achieve: Rollout 2				▼									
2001	7.2.1 Final Site walkthrough - staging				▼									
2002	7.2.2 Production Environment Setup - Move Site into Production				▼									
2003	7.2.2.1 Verify Production Environment				▼									
2004	7.2.2.2 Verify code in Production				▼									
2005	7.2.3 Production Cutover				▼									
2006	7.2.3.1 Production Cutover Script				▼									
2007	7.2.3.1.1 Draft Production Cutover Script				▼									
2008	7.2.3.1.2 Review Production Cutover Script				▼									
2009	7.2.3.1.3 Update Production Cutover Script				▼									
2010	7.2.3.1.4 Approve Production Cutover Script				▼									

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
2011	7.2.3.1.5 CGI-AMS Deliverable: Talent Management Production Cutover Script - Rollout 2				◆	6/23								
2012	7.2.3.2 Provide Production URLs to client (enterprises and talent gateways)				◆									
2013	7.2.3.3 Launch Talent Gateways on website				◆									
2014	7.2.3.4 Execute Production Data Conversion				◆									
2015	7.2.3.5 Execute Cutover to New Operational Procedures				◆									
2016	7.2.3.6 Implement Updated Business Processes				◆									
2017	7.2.3.7 Technical support for Production Cutover				◆									
2018	7.2.3.8 Hand-Off Operations to Client Support Staff				◆									
2019	7.2.3.9 CGI-AMS Deliverable: Talent Management Production Cutover Support - Rollout 2				◆	6/23								
2020	7.2.3.10 Production Cutover (Live Production Operations)				◆	6/23								
2021	7.2.4 Post Implementation Support - Rollout 2				◆									
2022	7.2.4.1 Post-implementation Talent Management Support Rollout 2, Month 1				◆									
2023	7.2.4.2 CGI-AMS Deliverable: Talent Management Post-Implementation Support - Rollout 2, Month 1				◆	7/23								
2024	7.3 Achieve: Rollout 3				◆									
2025	7.3.1 Final Site walkthrough - staging				◆									
2026	7.3.2 Production Environment Setup - Move Site into Production				◆									
2027	7.3.2.1 Verify Production Environment				◆									
2028	7.3.2.2 Verify code in Production				◆									
2029	7.3.3 Production Cutover				◆									
2030	7.3.3.1 Production Cutover Script				◆									
2031	7.3.3.1.1 Draft Production Cutover Script				◆									
2032	7.3.3.1.2 Review Production Cutover Script				◆									
2033	7.3.3.1.3 Update Production Cutover Script				◆									
2034	7.3.3.1.4 Approve Production Cutover Script				◆									
2035	7.3.3.1.5 CGI-AMS Deliverable: Talent Management Production Cutover Script - Rollout 3				◆	9/24								
2036	7.3.3.2 Provide Production URLs to client (enterprises and talent gateways)				◆									
2037	7.3.3.3 Launch Talent Gateways on website				◆									
2038	7.3.3.4 Execute Production Data Conversion				◆									
2039	7.3.3.5 Execute Cutover to New Operational Procedures				◆									
2040	7.3.3.6 Implement Updated Business Processes				◆									
2041	7.3.3.7 Technical support for Production Cutover				◆									
2042	7.3.3.8 Hand-Off Operations to Client Support Staff				◆									
2043	7.3.3.9 CGI-AMS Deliverable: Talent Management Production Cutover Support - Rollout 3				◆	9/24								
2044	7.3.3.10 Production Cutover (Live Production Operations)				◆	9/24								
2045	7.3.4 Post Implementation Support - Rollout 3				◆									
2046	7.3.4.1 Post-implementation Talent Management Support Rollout 3, Month 1				◆									
2047	7.3.4.2 CGI-AMS Deliverable: Talent Management Post-Implementation Support - Rollout 3, Month 1				◆	10/24								

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
2048	7.4 Achieve: Rollout 4													
2049	7.4.1 Final Site walkthrough - staging													
2050	7.4.2 Production Environment Setup - Move Site into Production													
2051	7.4.2.1 Verify Production Environment													
2052	7.4.2.2 Verify code in Production													
2053	7.4.3 Production Cutover													
2054	7.4.3.1 Production Cutover Script													
2055	7.4.3.1.1 Draft Production Cutover Script													
2056	7.4.3.1.2 Review Production Cutover Script													
2057	7.4.3.1.3 Update Production Cutover Script													
2058	7.4.3.1.4 Approve Production Cutover Script													
2059	7.4.3.1.5 CGI-AMS Deliverable: Talent Management Production Cutover Script - Rollout 4													
2060	7.4.3.2 Provide Production URLs to client (enterprises and talent gateways)													
2061	7.4.3.3 Launch Talent Gateways on website													
2062	7.4.3.4 Execute Production Data Conversion													
2063	7.4.3.5 Execute Cutover to New Operational Procedures													
2064	7.4.3.6 Implement Updated Business Processes													
2065	7.4.3.7 Technical support for Production Cutover													
2066	7.4.3.8 Hand-Off Operations to Client Support Staff													
2067	7.4.3.9 CGI-AMS Deliverable: Talent Management Production Cutover Support - Rollout 4													
2068	7.4.3.10 Production Cutover (Live Production Operations)													
2069	7.4.4 Post Implementation Support - Rollout 4													
2070	7.4.4.1 Post-implementation Talent Management Support Rollout 4, Month 1													
2071	7.4.4.2 CGI-AMS Deliverable: Talent Management Post-Implementation Support - Rollout 4, Month 1													
2072	8 ACHIEVE: AMS Advantage Payroll													
2073	8.1 Production Cutover													
2074	8.1.1 Production Cutover Script													
2075	8.1.1.1 Draft Production Cutover Script													
2076	8.1.1.2 Review Production Cutover Script													
2077	8.1.1.3 Update Production Cutover Script													
2078	8.1.1.4 Approve Production Cutover Script													
2079	8.1.1.5 CGI-AMS Deliverable: Payroll Production Cutover Script													
2080	8.1.2 Execute Cutover Rehearsal / Mock Conversion													
2081	8.1.3 Perform Additional Data Cleansing as Needed													
2082	8.1.4 Execute Production Data Conversion													
2083	8.1.5 Execute Production Cutover													
2084	8.1.6 Execute Cutover to New Operational Procedures													
2085	8.1.7 Implement Updated Business Processes													

ID	Task Name	06	2007		2008		2009		2010		2011		2012	
		H2	H1	H2										
2086	8.1.8 Technical support for Production Cutover													
2087	8.1.9 Hand-Off Operations to Client Support Staff													
2088	8.1.10 CGI-AMS Deliverable: Payroll Production Cutover Support													
2089	8.1.11 Production Cutover (Live Production Operations)													
2090	8.2 Post-Implementation Support													
2091	8.2.1 Post-implementation Payroll Support Month 1													
2092	8.2.2 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 1													
2093	8.2.3 Post-implementation Payroll Support Month 2													
2094	8.2.4 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 2													
2095	8.2.5 Post-implementation Payroll Support Month 3													
2096	8.2.6 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 3													
2097	8.2.7 Post-implementation Payroll Support Month 4													
2098	8.2.8 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 4													
2099	9 ACHIEVE: AMS Advantage Core HR													
2100	9.1 Mock Production Environment													
2101	9.1.1 Install and Configure Mock Production Environment													
2102	9.1.2 Install Advantage 3 & 3rd Party Tools in Mock Production Environment													
2103	9.1.3 County Obligation: System Test Technical Environment													
2104	9.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations													
2105	9.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Mock Production Environment													
2106	9.2 Production Cutover													
2107	9.2.1 Production Cutover Script													
2108	9.2.1.1 Draft Production Cutover Script													
2109	9.2.1.2 Review Production Cutover Script													
2110	9.2.1.3 Update Production Cutover Script													
2111	9.2.1.4 Approve Production Cutover Script													
2112	9.2.1.5 CGI-AMS Deliverable: Core HR Production Cutover Script													
2113	9.2.2 Execute Cutover Rehearsal / Mock Conversion													
2114	9.2.3 Perform Additional Data Cleansing as Needed													
2115	9.2.4 Execute Production Data Conversion													
2116	9.2.5 Execute Production Cutover													
2117	9.2.6 Execute Cutover to New Operational Procedures													
2118	9.2.7 Implement Updated Business Processes													
2119	9.2.8 Technical support for Production Cutover													
2120	9.2.9 Hand-Off Operations to Client Support Staff													
2121	9.2.10 CGI-AMS Deliverable: Core HR Production Cutover Support													
2122	9.2.11 Production Cutover (Live Production Operations)													
2123	9.3 Post-Implementation Support													
2124	9.3.1 Post-implementation Core HR Support Month 4													

ID	Task Name	06		2007		2008		2009		2010		2011		2012	
		H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	
2125	9.3.2 CGI-AMS Deliverables: Core HR Post-Implementation Support- Month 1														◆ 1/31
2126	9.3.3 Post-implementation Core HR Support Month 5														■
2127	9.3.4 CGI-AMS Deliverables: Core HR Post-Implementation Support- Month 2														◆ 2/29
2128	9.3.5 Post-implementation Core HR Support Month 6														■
2129	9.3.6 CGI-AMS Deliverables: Core HR Post-Implementation Support- Month 3														◆ 3/30
2130	10 AMS Advantage Port to RHEL														
2131	10.1 Port Assessment														
2132	10.1.1 Develop Port Assessment Document														
2133	10.1.2 CGI-AMS Deliverable: Port Assessment Document														
2134	10.2 Migrate and System Test														
2135	10.2.1 Upgrade software using tools provided by the vendor														
2136	10.2.2 Resolve Issues														
2137	10.2.3 Execute System Test														
2138	10.2.4 Update Port Assessment Document														
2139	10.2.5 CGI-AMS Deliverable: Updated Port Assessment Document														
2140	10.3 Establish Performance Benchmark														
2141	10.3.1 Plan Performance Benchmark tests														
2142	10.3.2 Execute Performance Benchmark tests														
2143	10.3.3 CGI-AMS Deliverable: Performance Benchmark test plan and results														
2144	10.4 Regression Test and Documentation														
2145	10.4.1 Execute End to End Regression Test														
2146	10.4.2 Update System Documentation														
2147	10.4.3 CGI-AMS Deliverable: Final Certified Software with Documentation														

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Appendix C-6 – Business Requirements

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Appendix C-6 - Business Requirements

Summary of HRM Business Requirements

The following summary includes all requirements along with any corresponding vendor responses and comments from CGI-AMS. HRM business requirements were identified during the HRM Design Subproject and documented in the Implementation Analysis Document which was formally submitted on June 5th 2006 and accepted by the County on <insert date>. Note that items marked as 'other' were no longer in required, out of scope, or duplicates. Therefore, items marked as 'other' were not included in these counts.

<u>Module</u>	<u>Tab ID</u>	<u># Requirements</u>
Position Control	PCS	144
Recruiting and Staffing Personnel	RS	228
Personnel Administration	P-PA	453
Classification	N/A	0
Compensation	P-CMP	220
Leave Benefit Accounting	P-LVE	163
<i>Personnel Subtotal</i>		836
Benefits Administration	BEN	259
Payroll	PAY	312
Time and Attendance	TA	184
Payroll Accounting Management	PAM	19
Employee Self Service	ESS	51
Total		2033

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Functional Category: HRM - Position Control

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
	General Requirements		
PC 1.00	Position Control shall maintain all ordinance, budgeted, and authorized positions/items "at position level"	Software Customization	Advantage tracks budgeted and authorized position information. A customization is needed for ordinance positions.
PC 2.00	System shall provide the ability to vary processing functions at any level in the organization structure	Baseline	
PC 3.00	System shall have the ability to control positions/items at user defined levels		
PC 3.01	Item	Baseline	
PC 3.02	Organization (user defined level)	Baseline	
PC 3.03	Program	Baseline	
PC 3.04	Other All COA fields	Baseline	
PC 3.05	Work location	Baseline	
PC 3.06	Position	Baseline	
PC 4.00	Position control will be integrated with the following system functions:		
PC 4.01	Personnel Administration	Baseline	
PC 4.02	Payroll	Baseline	
PC 4.03	Budgetary Control	Baseline	
PC 4.04	Budget Development	Baseline	
PC 4.05	Benefits Administration	Baseline	
PC 4.07	General Ledger	Baseline	
PC 4.08	Compensation	Baseline	
NPC 4.09	Recruiting	Baseline	
NPC 4.10	Classification	Baseline	
PC 5.00	System must have the ability to maintain an unlimited number positions	Baseline	
PC 6.00	System must have the ability to maintain an unlimited number of position/item classifications	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PC	7.00	Provide user defined security features including ability to control access and update capabilities based on data element values such as:		
PC	7.01	Organization	Baseline	
PC	7.02	Function	Baseline	
PC	7.03	Other elements of Chart of Accounts	Baseline	
NPC	7.04	Has to be integrated with Pre-Employment tracking	BrassRing	
PC	8.00	Confidential information where there is data on the 2nd screen, then should have a note on the main screen saying that there is something confidential on 2nd screen.	Baseline	
PC	9.00	Provide for history of all changes to positions/items	Baseline	
PC	10.00	System shall maintain a chronological history of authorized items and positions and incumbents by item and positions	Baseline	
PC	11.00	Functions within Position Control shall be date driven. Allowing for future dating of functionality and, where appropriate, past dating.	Baseline	
Position Control				
PC	12.00	Track and report all positions/items authorized to fill at user defined levels in an organization	Report	
PC	13.00	Track and report all Ordinance items	Report	
PC	14.00	Track and report all budgeted positions	Report	
PC	15.00	Track and report incumbents by position	Baseline	
PC	16.00	Track and report vacant positions	Report	
PC	17.00	Track and report other position variances	Report	
PC	19.00	All personnel transactions will be linked to Position Control such that position data is verified/updated at the completion of each transaction (new hire, termination, transfer, etc.)	Baseline	
PC	20.00	System will track all items, positions, vacancies, etc. - Position control database track all positions whether filled or vacant and be able to describe the positions as part time, full time, etc. as referenced above.	Baseline	
PC	21.00	System fully integrates with personnel actions (e.g., a new employee could not be hired until system verifies that an authorized position is, or will be, vacant at effective date of hire.	Baseline	
PC	22.00	System integrates with budget process to provide costs of current and proposed positions, including vacancies.	Baseline	Functionality is met with Budget Prep - SBFS module
PC	23.00	Provide for the loaning of positions, including		

Reference Number	Business Requirements	Vendor Response	Comments
PC 23.01	Track the original organization, program, etc.	Software Customization	
PC 23.02	Track using organization, program, etc.	Software Customization	
PC 23.03	Provide for flexible routing and approval	Baseline	
PC 24.00	Level of position control is user definable by:		
PC 24.01	Item	Baseline	
PC 24.02	Item Sub	Baseline	
PC 24.03	Program	Baseline	
PC 24.04	Position pool	Baseline	
PC 24.05	Organization unit	Baseline	
PC 24.06	Other All COA field	Baseline	
PC 24.07	Job class	Baseline	
PC 24.08	Individual positions	Baseline	
NPC 24.09	Classification Name	Baseline	
NPC 24.10	Job Code	Baseline	
NPC 24.11	Job Name	Baseline	
PC 25.00	System maintains data for all item subs, including:		
PC 25.01	Regular	Baseline	
PC 25.02	Temporary	Baseline	
PC 25.03	Limited Term	Baseline	
PC 25.04	Pooled (shared)	Baseline	
PC 25.05	Exempt	Baseline	
PC 25.06	Elected Official	Baseline	
PC 25.07	User Defined	Baseline	
PC 26.00	"Freeze" positions (revoke authorization to hire) at different levels based on user definable parameters	Baseline	
PC 27.00	Provide for a link between a frozen position and the new position (when a position is frozen to free funds or headcount to meet another need). Requires a many-to-many relationship capability.	Baseline	
PC 28.00	Allows the assignment of an employee to multiple positions across organizational boundaries.	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PC	29.00	Provides for assignment of multiple employees to a single position based on user defined parameters	Baseline	
PC	30.00	Allow assignment and tracking of contractors to positions	Baseline	
PC	31.00	Allow overfilling of a position with appropriate authorization.	Baseline	
PC	32.00	System should be able to track underfills and in in-lieu's		
NPC	32.01	Allow "freezing" of position for committed employee hire.	Baseline	
PC	33.00	System easily makes mass changes (please explain capability). Capabilities that must be included are:		
PC	33.01	Apply mass changes based on flexible criteria	Baseline	This is included in the 3.7 release of Advantage 3 HRM.
PC	33.02	Limit access to mass change capabilities	Baseline	
PC	34.00	System applies retroactive changes	Baseline	
PC	35.00	Track positions/items by:		
PC	35.01	Agency	Baseline	
PC	35.02	Department	Baseline	
PC	35.03	Division	Baseline	
PC	35.04	Section	Baseline	
PC	35.05	Budget Unit	Baseline	
PC	35.06	Classification	Baseline	
PC	35.07	Other COA field	Baseline	
PC	35.08	Bargaining unit	Baseline	
PC	36.00	System provides comment field for all position changes.	Software Customization	
PC	37.00	Provide for a schematic code which allows sorting of position into logical sequence.	Baseline	
PC	39.00	Ability to track a position based on authorization for creating position (Ordinance, etc.).	Baseline	
PC	40.00	System has ability to identify different classifications: ordinance, budgeted, allocated, and encumbered.	Baseline	
PC	41.00	System should allow the creation of user-defined Position pool categories	Baseline	
PC	42.00	System should allow for time-limited and hour-limited positions to be established.	Baseline	
PC	43.00	System should provide ability to reclassify positions/items and the individuals within them globally. System should maintain a history of all reclassifications.	Baseline	This is included in the 3.7 release of Advantage 3 HRM.

Reference Number	Business Requirements	Vendor Response	Comments
PC 44.00	Provide ability to change account coding distributions (funding sources) associated with positions and the individuals within those positions when reclassifications occur. System should maintain a history of all reclassifications.	Baseline	This is included in the 3.7 release of Advantage 3 HRM.
Query Requirements			
PC 46.00	Accurate, timely, and complete position information shall be available at all times to all authorized County users.	Baseline	
PC 47.00	System should provide ability to link to a classification specification associated with each position for on-line viewing.	BrassRing	
PC 48.00	System has the ability to locate a position/item by class code, budget unit, department, requisition number, employee number, and survey number.	Baseline	The County decided that the deleted items were not necessary.
Reporting Requirements			
PC 49.00	System should have the ability to produce reports for a specific time period for all elements of position control	Report	
PC 50.00	System will sort and produce ad-hoc reports or list of positions on any field and order.	Report	
PC 51.00	System prints an organization chart for a selected portion of the organization, program, function, class, or employee status. Optionally, employees and/or positions may be shown.	Report	
PC 52.00	Table of Organization report	Report	
PC 53.00	System has the ability to generate standard reports, including, but not limited to the following:		
PC 53.01	Deleted positions by period	Report	
PC 53.02	Reallocated positions by period	Report	
PC 53.03	Aging report for vacancies, i.e., how long an FTE has been vacant.	Report	
PC 53.04	Employee list by position and class	Baseline	
PC 53.05	Listings of vacant positions by various sorts	Report	
PC 53.06	Budgeted costs by various sorts and summaries	Report	
PC 53.07	Actual costs by various sorts and summaries	Report	
PC 53.08	Ordinance items (positions)	Report	
PC 53.09	FTE's encumbered - budget vs. actual by organization	Report	
PC 53.10	Frozen positions that are vacant report	Report	
PC 53.11	Borrowed and lent positions	Report	
PC 53.12	Incoming and outgoing employees by bargaining unit	Report	

Reference Number	Business Requirements	Vendor Response	Comments
PC 53.13	Step placement report	Report	
PC 53.14	Position status report (budget vs. actual by position status)	Report	
Data Requirements			
PC 54.00	Data structures shall provide for date driven functionality by allowing past and future dating of all relevant fields (effective dating of transactions).	Baseline	
PC 55.00	System shall provides a unique position control number of at least ten alphanumeric characters.	Baseline	
PC 56.00	Position Budget Data		
PC 56.01	Fiscal Year	Baseline	
PC 56.02	Position Budget Status (funded, unfunded, deleted)	Baseline	
PC 56.03	Budgeting entity (Agency / Dept. / Div. / Section)	Baseline	
PC 56.04	Step for computing Budgeted amount	Baseline	
PC 56.05	Full-time Employee Equivalents (FTE)	Baseline	
PC 56.07	Budget Amount	Report	
PC 57.00	Position/Item Details		
PC 57.01	Position number	Baseline	
PC 57.02	Item number	Baseline	
PC 57.03	Description	Baseline	
PC 57.07	Position Title	Baseline	
PC 57.08	Class Code	Baseline	
PC 57.09	Position Type (Regular, LT, Temporary, Shared, Extra Help, Temporary Upgrade)	Baseline	
PC 57.10	Budget hours	Baseline	
PC 57.11	FTE count	Baseline	
PC 57.13	Job Share - can have multiple incumbents on one FTE, but only allow when overfill is allowed.	Baseline	
PC 57.14	EEO Function:	Baseline	
PC 57.15	Location Code	Baseline	
PC 57.16	Position Effective Dates	Baseline	
PC 57.17	Approved Budgeted Limits (FTE, etc..)	Baseline	
PC 57.18	Status	Baseline	
PC 57.22	Valid Position Earnings & Differential Codes	Baseline	
PC 57.23	Chronological Position History	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
PC 57.24	Chronological Position Incumbent History	Baseline	
PC 57.25	Date position vacated	Baseline	
PC 57.27	Schematic code - used similar to a Title Group	Baseline	
PC 57.28	Requisition # and dates	BrassRing	
PC 57.30	Workers' Compensation Category	Baseline	This can be handled through one of the existing 'user defined' fields on Title if necessary (just needs to be painted on the page).
PC 57.32	ADA Accommodation	Baseline	
Additional Requirements			
PC 58.00	System should track and identify mid-year changes for integration with Budget Prep	Software Customization	
PC 59.00	System should identify critical positions	Software Customization	
PC 60.00	System should identify when a position is under study and results	Baseline	The Position Status can be used to identify a position being studied.
PC 61.00	A report to compare the title of the position with the title of the employee filling the position	Report	
PC 62.00	Track special funding sources for position other than where the expenditures will be posted	Software Customization	
PC 63.00	Position number description should come from the title description	Software Customization	
PC 64.00	Require Fund/Dept/Unit when a position is created	Software Customization	
PC 65.00	Position Control needs a way to assign employees to positions without impacting other employee attributes	Software Customization	
PC 66.00	Need a way to process and workflow personnel action requests that cross position and employee information	Software Customization	

Functional Category: eHR - Recruiting & Staffing

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
	General Requirements		
JR	1.00 The system shall support the functions of recruiting and applicant tracking within the County. At a minimum the following broad functions will be supported:	Kenexa Kenexa Talent Gateways Kenexa Exam Manager Kenexa Assessment	The System must be in compliance with County Civil Service Rules (CSR's) and ordinances, and the provisions of the Equal Employment Opportunity Commission (EEOC).
JR	1.00 (continued)	Kenexa	<p>Record Retention and Archiving - There needs to be a clarification on the number of candidate records to be converted into Talent Management. The SOW was amended to reflect that about 650,000 candidate records and 12,000 exams would be converted. However, as required by the CSR's, examination records are utilized in determining the order of lay-off in a workforce reduction. The records of examinations are required to be accessible for that purpose, if needed. Accordingly, Talent Management will be required to retain the records indefinitely.</p> <p>CGI-AMS -- Kenexa will provide 4 conversion points during implementation. These conversions will include candidate and exam uploads. LA County will be responsible for delivering data in the Kenexa specified format.</p> <p>Kenexa will upload up to 5 yrs of conversion data.</p>
JR	1.01 Creation of requisitions	Kenexa	

Reference Number	Business Requirements	Vendor Response	Comments
JR 1.02	Approval of requisitions	Kenexa	
JR 1.03	Tracking of requisition status	Kenexa	
JR 1.04	Tracking of applicants	Kenexa	
JR 1.05	Processing of eligibility and referral lists	Kenexa Enhancement. See Appendix L-6 Legacy Kenexa Reports	The following describes a portion of the functionality of the Sheriff's Certification Desk Management System (CDMS) as demonstrated to CGI and BrassRing (BR). Among other functions, the system supports an automated list management and distribution process. The system will impose the banding criteria listed in CSR 11.01C to an eligible list. Certified Referrals Lists are created from a selection pool created from the active eligibles from the highest band. The selection must contain the names of at least 5 active eligible (see JR 18.00 for inactivation criteria). When the selection pool contains less than 5 eligibles, all of the eligible from the next highest band are added to it. This continues until the last band is added or the eligible list expires.
JR 1.05	<i>(continued)</i>		A hiring manager must obtain authorization from their departmental Personnel Officer to gain access to the automated Certification List Management and Distribution screen. The Personnel Officer authorizes access for a designated time period (e.g. 30, 45, 60 days and must be a system option inputted by the Personnel Officer) for a hiring manager to use the Certification List and Distribution screen to make a job offer. (Note: Sheriff provides access to the system – one primary user plus at least one back-up. The Unit Commander requests the access, sends the User to system training, and then Personnel gives security access. The Sheriff has over 80 Unit Commanders. The system "knows" which Unit is accessing the system based upon user Unit assignment. It also tracks "County area. "). Since there may be multiple hiring managers, the system will create a unique, numbered, and independent referral record for each authorized hiring manager.

Reference Number		Business Requirements	Vendor Response	Comments
JR	1.05	<i>(continued)</i>		A hiring manager obtains certified referrals lists from the reachable pool by specifying the number of eligibles he/she desires to evaluate (limited to the size of the selection pool). A certified referral list is a screen display (which can be printed for ease of use) containing the names of eligibles in random order from the selection pool for an authorized hiring manager. Another authorized hiring manager can also obtain certified referral lists; however, since the referral lists are eligibles who are randomly generated from the selection pool, it is unlikely the referrals will be the same or in the same order. This is an AUTOMATED process that generates a certified referral list on screen for use by a designated hiring manager for a particular vacancy.

Reference Number	Business Requirements	Vendor Response	Comments
		Kenexa Enhancement. See Appendix L-6 Legacy Kenexa Reports	A sample Certified Referral List Report was provided to CGI and BR. It includes the following information: Name of Department Exam title Page – of _ Department Code Type of Recruitment such as Open Competitive (OC), Interdepartmental Promotional (IP), and Departmental Promotional (DP) Exam Number Expiration Date and Term Original Promulgation Date List Date Name and Address of Eligible Telephone numbers (such as Home, Work, Cell) Promulgation Date Dept Group Action Remarks Noted and Approved by Exam Analyst Date The following information would be in the Reporting Action: Appointed to Permanent Appointed to Temp Not Selected No reply Refused Out of Service Failed Medical

Reference Number	Business Requirements	Vendor Response	Comments
JR 1.06	Management of testing and interview process	Kenexa - Workflow Kenexa Exam Manager - Details Software Customization	See JR 2.00 - Applicant Tracking & Processing / Examination Processing
JR 1.07	Automatic generation and routing of a requisition when a position becomes vacant	Kenexa	The Personnel Action Request (PAR) will eventually interface at this juncture. CGI-AMS -- A Pending Requisition, once created and saved, will automatically interface with Advantage position control in order to determine is there is sufficient budget. If position control has been implemented.
JR 2.00	System shall support flexible approval routing/workflow for all system events.	Kenexa	
JR 3.00	This component shall be integrated with other components of the system, including :		
JR 3.01	Personnel Administration	Kenexa - Integration	
JR 3.02	Benefits Administration	Kenexa - Integration	
JR 3.03	Position Control	Kenexa - Integration	
JR 3.04	Compensation	Kenexa - Integration	
JR 4.00	Create an extract file that could potentially be imported to CWTAPPS or a report		Kenexa can interface with CWTAPPS for onboarding or Kenexa can produce a formatted new hire report to allow for manual entry into CWTAPPS.

Reference Number	Business Requirements	Vendor Response	Comments
JR	4.02 Certification Desk Management System (CDMS)	Kenexa - Integration	CGI-AMS - It is assumed the AMS Advantage Talent Management will completely replace CDMS, and the County will support development of system modifications for functionality that relates to CDMS's current design. If Kenexa does not meet the Sheriff's Dept requirements, then Kenexa wil build an interface to CDMS.
Job Requisition and Tracking			
JR	6.00 Support the following types of job openings:		<p>Provides for the following reports:</p> <p>EASIER - Online Filing Standard Reports</p> <p>1. External User</p> <p>a. User status screen to display the following:</p> <p>i. Examinations applied - display exam title, exam number, date applied, status (accepted, processing, rejected).</p> <p>ii. Incomplete applications – display exam title, exam number, exam filing period.</p> <p>2. Internal User</p> <p>a. Examination status report - For a specified examination this report displays name, SSN, and date received, and provides:</p> <p>i. Number of applications received</p> <p>ii. Number reviewed</p> <p>iii. Number pending review</p> <p>iv. Application addendums received</p> <p>v. Addendums reviewed</p> <p>vi. Addendums pending review</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 6.00	<i>(continued)</i>		<p>b. Work load reports – Number of examinations in a specified date period. The displayed information to include the Examination Title, Examination Number, filing status (open or closed), total number of applications received, applications pending, department, assigned analyst.</p> <p>i. Must have refinement sorting options for each or combination of each of the following:</p> <ol style="list-style-type: none"> 1. Examination Analyst assigned 2. Department 3. Countywide total 4. Open filing date 5. End filing date 6. Examination type (open competitive, interdepartmental promotional, departmental promotional, executive recruitment, specialized exams) 7. Current status (active or inactive) <p>CGI-AMS-please review Appendix L-6 for complete details.</p>
JR 6.01	Promotional (intra-departmental)	Kenexa	AMS Advantage Talent Management
JR 6.02	Inter-departmental (all County employees)	Kenexa	AMS Advantage Talent Management
JR 6.03	Open competitive (internal and external applicants)	Kenexa	AMS Advantage Talent Management
JR 6.04	Vacancy notice	Kenexa	AMS Advantage Talent Management
JR 6.05	Other user defined types of openings (ex - volunteer)	Kenexa	AMS Advantage Talent Management
JR 7.00	System should support the job transfers	Kenexa	AMS Advantage Talent Management
JR 8.00	System maintains the following data on transfer requests:		JR 8.00 through JR 10.00 are requirements for replacing TOW and provide additional functions. These should be combined.
JR 8.01	Name	Kenexa	AMS Advantage Talent Management
JR 8.02	Date of application	Kenexa	AMS Advantage Talent Management
JR 8.03	Current job title	Kenexa	AMS Advantage Talent Management
JR 9.00	Job applied for	Kenexa	AMS Advantage Talent Management

Reference Number	Business Requirements	Vendor Response	Comments
	10.00 System allows for recruiting, tracking, and monitoring of vacancy postings to determine an internal candidate pool	Kenexa	This requirement is to replace the County's Transfer Opportunities Website. Want to create a transfer opportunity list and a solicitation letter. This functionality was demonstrated to CGI and BR.
JR	11.00 The system supports notifying parties who have expressed an interest by e-mail of the transfer opportunity.	Kenexa	CGI-AMS -- AMS Advantage Talent Management will create an electronic job board that will be accessible to County employees. 24 hours per day. If an employee/candidate saves a "Job Agent" which includes job match criteria, then they will receive an email if a position matching their criteria is posted to the transfer website. The proposed AMS Advantage Talent Management offering expects to process / receive applications via online applications. The baseline Kenexa product contains an email system which will produce all emails/eLinks sent from the system to candidates, users, or other individuals who take part in the hiring process.
JR	12.00 System makes job opening information available on a web site and through IVR and TTY based hotlines	Kenexa - Voice Gateway	Internal Interface (batch process) to County's JBS (JLO). This offline process will always be an on-demand process in order for the hearing impaired to receive equal access to job opportunities information as required by the Federal Americans With Disabilities Act (ADA) regulations. CGI-AMS -- The current scope assumes an integration with the existing County IVR and TTY based hotlines. CGI-AMS expects the County to collaborate and provide sufficient technical support to scope the integration. The proposed integrations are achieved through batch processing or through an XML-based process.

Reference Number	Business Requirements	Vendor Response	Comments
JR 13.00	Creation of a job bulletin within the system (based on user defined option) makes it available on the web site and the hotline according to opening classification.	Kenexa	<p>This is the replacement of the Job Bulletin System (JBS). BR claimed this is a current feature. It has draft and workflow capabilities which meet or exceed current JBS.</p> <p>System needs an unlimited number of gateways. Those gateways would accommodate the placement of job announcements customized for each user department's needs. User departments currently post bulletins on their own website by a link to the DHR's bulletin website for each examination. CGI-AMS -- Each department / agencies can have their own web site. All information goes directly into one database. The following examples must also be satisfied:</p> <p>a. Executive recruitments may involve up to 10 gateways per recruitment conducted. If there are two active recruitments, the processing may involve 20 different gateways. This number may increase and is associated with the number of active examinations.</p>

Reference Number		Business Requirements	Vendor Response	Comments
JR	13.00	<i>(continued)</i>		<p>b. Department of Health Services – conducts examinations for health professionals (doctors and nurses). These types may require specialization with various boards or certification. Consequently, besides the DHR bulletin website or gateway, gateways for a board of specialization may also be necessary. Additionally, a corresponding gateway is also needed for each professional journal ad and each newspaper ad.</p> <p>CGI-AMS -- The County can directly connect to any specific job board through job aggregators.</p> <p>c. Each department conducts multiple examinations and each may require a special gateway. There are at least 39 County departments.</p> <p>CGI-AMS -- The current proposal anticipates 5 talent gateways. During implementation, CGI-AMS will collaborate with the County on its website strategy.</p> <p>d. A record of each talent gateway utilized in exam, and the ad or bulletin posted. An image (PDF file) or representation of each ad (i.e., newspaper / journal ad, Monster bulletin) is required for each exam, and added to the specimen folder.</p> <p>CGI-AMS -- An image file can saved with each exam. AMS Talent Management does provide a specimen folder through Event/Exam Manager.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 14.00	The posting of a job bulletin within the system notifies appropriate personnel of an active recruitment.	Kenexa	There are two systems that are being replaced. 1) The Interest Card system for all bulletins and 2) the Transfer Opportunity Website for "Vacancy Notices" that are internal only.
JR 15.00	The system supports applicants having the ability to apply for multiple job openings.	Kenexa Talent Gateways	This feature permits an applicant to apply for multiple jobs by submitting only a single application.
JR 16.00	Job openings can be assigned multiple qualified applicants.	Kenexa	This may be a provision for Unclassified recruitments.
JR 17.00	The system supports authorization approvals for hiring, central authorization approval when appropriate with the ability to appoint approval power.	Kenexa	CGI-AMS -- AMS Advantage Talent Management provides numerous options to allow LA County to define requisition approvals. In one of the most recent releases, AMS Advantage Talent Management has introduced an additional module called "SmartApproval". By setting up the requisition approval workflow within this module, LA County can allow temporary appointment of approval power to another user. This module has not been included in the current scope of Talent Management, but its addition can be discussed if necessary.

Reference Number	Business Requirements	Vendor Response	Comments
JR 18.00	Support maintenance of an effective dated eligibility list	Kenexa Exam Manager Software Customization	<p>Automatic inactivation of eligibles from lists based on Withdrawal, Expiration, Appointment, Termination/Resignation, Transfer, Withhold based on the following conditions:</p> <p>Withdrawal: Candidate submits a written request to withdraw from an examination's eligibility list. This applies to Open Competitive and Promotional lists.</p> <p>Expiration: The period of eligibility on the list ends. This applies to Open Competitive and Promotional lists.</p> <p>Appointment: If an individual is appointed from a list, his/her name is inactivated. This applies to Open Competitive and Promotional lists. Does not apply for a Substitute List.</p> <p>Termination/Resignation: Employees on Promotional List lose eligibility on the list. Separation from County Service on a Promotional List.</p> <p>Transfer: An eligible is removed from a Departmental Promotional list upon leaving the service of that Department.</p> <p>Withhold: Individuals are inactivated from the list until they meet the requirements specified in the examination bulletin.</p>
JR 19.00	Support maintenance of a separate referral list	Kenexa Exam Manager Software Customization	<p>Precludes duplication of referral when Same PAR / Same Hiring Manager applies. (Refer to JR 1.05)</p> <p>CGI-AMS -- CGI-AMS assumes that the County will support this development by provided the implementation team with a subject matter expert for Referral Lists.</p>
JR 20.00	Notify user (i.e., Personnel Officers, Departmental Support Division in DHR) of existing valid eligibility list when a job opening is created	Kenexa Exam Manager Software Customization Using elinking technology	<p>Displays every active eligible list to fill a PAR. Status of the list must be described as follows: List Type (Open Competitive, Interdepartmental Promotional, Departmental Promotional), Expiration Date.</p> <p>Departmental Promotional list can only be displayed to the same requesting department.</p>
JR 21.00	Record testing and hiring process requirements (process - not applicant specific), including:		JR 21.00 through JR 23.00 are presumed to be configurations of system for uniform applicant processing.

Reference Number	Business Requirements	Vendor Response	Comments
JR 21.01	Steps required (written test, appraisal of promotability, rating from record, etc.)	Kenexa Exam Manager Software Customization	d. A record of each talent gateway utilized in exam, and the ad or bulletin posted. An image (PDF file)
JR 21.02	Order of testing steps	Kenexa Exam Manager Software Customization	
JR 21.03	Dates of tests	Kenexa Exam Manager	
JR 21.04	Locations of tests	Kenexa Exam Manager	
JR 22.00	Testing step may be specified as general and applicable to many positions (typing test) with expiration dates	Kenexa Exam Manager Software Customization	Development must include the transferring of test results between job vacancy for each applicant
JR 23.00	General steps (typing test) may be skipped for individual applicants that have passed this step for another application process	Kenexa Exam Manager Software Customization	
JR 24.00	System supports test item analysis and exam scoring.	Kenexa Assessment	Item Analysis, also known as Test Analysis, is a tool that can generate a variety of reports with complex statistical calculations that assesses the quality of a written test and provides information to assist in determining Adverse Impact (AI) analysis. Conducting this analysis is a necessary component to meeting professional testing standards as well as adhering to federal, state, and local laws. The item analysis permits the County to conduct the following: distractor analysis, assessment of mis-keyed answers, assessment of item difficulty, a correlation of an item to the test construct, and reliability analysis. This analysis shall also calculate Kuder-Richardson (KR-20) & Anghoff method of determining cut-off scores. The run date is recorded on the report and included on all subreports. Sample of Item/Test Analysis sub-reports provided to CGI:

Reference Number	Business Requirements	Vendor Response	Comments
JR	24.00 (continued)	Kenexa Assessment	<p>1) Statistics for Unweighted Sections and Weighted Total Test This subreport includes computations to reveal descriptive statistics. Sample subscales may include grammar, math, and data interpretations. The following calculations are delineated: Mean; Standard deviation; Reliability; Standard Error of Measurement (SEM) The standard error of measurement is an estimate of error to use in interpreting an individual's test score. A test score is an estimate of a person's "true" test performance. Average Difficulty Skewness; and Kurtosis. Weighted total summary for each of the above measures</p> <p>The subreport must also identify the following information: Exam No. Exam Title Exam Date; Subscale # of examinees</p>

Reference Number		Business Requirements	Vendor Response	Comments
JR	24.00	<i>(continued)</i>	Kenexa Assessment	<p>Based on the sample reports provided by LA County, CGI-AMS anticipates a number of efforts to implement Item Analysis and reporting for LA County. The majority of the data elements in use in LA County's current set of reports as provided are also found in the set of reports standardly provided with AMS Advantage Talent Management. CGI-AMS anticipates reviewing report content and format with LA County, including the set of data elements below in the reports for use by LA County, and making some modifications to report format for LA County's use, but does not expect to exactly duplicate the layout of all of LA County's reports. Included data elements:</p> <ul style="list-style-type: none"> - Examination ID - Examination Title - Examination Date - No. of Examinees - Subscale sequence - Subscale title - Number of Items - Item Numbers - Descriptions - Mean

Reference Number		Business Requirements	Vendor Response	Comments
JR	24.00	<i>(continued)</i>	Kenexa Assessment	<ul style="list-style-type: none"> - STD - Average Difficulty (on an assessment basis, not on a Topic/Subscale basis) - Correlation - Histogram of scores - Raw score - % score - Item Statistics - Item Status - P-value - Discrimination - Point Biserial Correlation - Upper/Lower Group - Item Analysis Flags - Distribution of Item Statistics - Mean P - Mean Distribution/Correlation
JR	24.00	<i>(continued)</i>		Examinee Test Performance List <ul style="list-style-type: none"> - Examinee ID - Sex - Ethnic Code - Examinee Name - Raw score - Anghoff Weight/Method

Reference Number		Business Requirements	Vendor Response	Comments
JR	24.00	<i>(continued)</i>	Kenexa Assessment	<p>In addition to the data elements already provided in AMS Talent Management standard reports today, AMS Talent Management is developing a new report which was referenced in conversation with LA County called the Test Analysis Report, containing additional data elements used in LA County's current report set:</p> <ul style="list-style-type: none"> - Reliability (expected to be Cronbach's alpha, rather than KR-20) - SEM - Skewness - Kurtosis - Variance - Each frequency - Cumulative frequency <p>The Test Analysis Report, with these elements, will be available for use by LA County; again, the format will be reviewed and modifications are expected, although it is not expected that the report format will exactly duplicate the reports currently in use at LA County.</p> <p>Several data elements are not part of the current AMS Talent Management report set, but will be calculated in custom report elements as part of reporting implementation:</p> <ul style="list-style-type: none"> - Covariance - Mean TS - T-Score

Reference Number	Business Requirements	Vendor Response	Comments
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>In addition, AMS Talent Management does not today have a specific Adverse Impact Report, but will create a custom report for LA County including additional data elements found in LA County's report set for this purpose</p> <ul style="list-style-type: none"> - Subgroup Distribution (Race) - Subgroup Distribution (Gender) - Flag Adverse Impact (80%) Rule - Subgroup Distractor Analysis <p>Note that determination of whether the 80% rule would have been violated if one person had answered the question differently is not a current or projected feature. Consideration of this capability will require Professional Services work to specify the requirements, and then estimation of cost and times for this customization. Finally, certain data elements found in LA County's report set will be made available through reporting options within the AMS Talent Management application</p> <ul style="list-style-type: none"> - Subscale weight - WTD Total Score
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>2) Covariance-Variance Correlation Matrix</p> <p>Definitions of Covariance and Variance Correlation Matrix</p> <p>Variance is a measure of the dispersion of values around some mean value. Because the mean (arithmetic average) of a set of values splits the distribution, with half falling above the mean and half falling below the mean, the values are squared to obtain an absolute difference (i.e., eliminates the negative sign from values falling below the mean). The variance provides a measure of the dispersion of values about the mean for a single variable, the covariance is a measure of a linear relationship between two variables. In other words, the covariance tells us how much we can expect values of one variable to change based on the values of the other variable.</p>

Reference Number		Business Requirements	Vendor Response	Comments
JR	24.00	<i>(continued)</i>	Kenexa Assessment	<p>3) Frequency Distribution of Weighted Total Test This sub-report shows the frequency distribution of test takers with various scores. Data elements include: Number of examinees Number of items Mean Standard Deviation Reliability Standard Error of Measurement Skewness Kurtosis</p> <p>This sub-report is generated by Exam Date Exam Title Exam No.</p> <p>See response to J.24 above.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>4) Frequency of Distribution of Raw Scores This subreport reflects the frequency distribution of raw scores and it is conducted for each subscale. It is a graphical frequency distribution curve reflecting how test takers perform on a particular subscale. The sample provided to CGI utilizes astericks * which depict the frequency of the score.</p> <p>Data elements include: Number of examinees Number of items Mean Standard deviation KR-20 Reliability Assessment Standard Error of Measurement Skewness Kurtosis</p> <p>This sub-report is generated by Exam Date Exam Title Exam No Description of Subscale Score Frequency of Score</p>
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>5) Subgroup Distribution by Ethnic Group This subreport depicts the performance of each Ethnic Group by cumulative frequency and cumulative percentage. An asterisk is used to denote potential adverse impact for an ethnic group. (The database is required to accommodate up to 99 ethnic groups)</p> <p>See response for J.24 above.</p>

Reference Number		Business Requirements	Vendor Response	Comments
JR	24.00	<i>(continued)</i>	Kenexa Assessment	<p>The sample report provided to CGI reflects:</p> <ul style="list-style-type: none"> Cumulative Frequency by Ethnic Group Cumulative Percentage by Ethnic Group Cumulative Frequency Total Cumulative Percentage Total Scores Mean and Standard Deviation of the total test is provided for the whole sample and each group Exam Date Exam Title Exam No “Flags” (*) indicate adverse impact for an ethnic group as defined by the EEOC (80% rule).

Reference Number	Business Requirements	Vendor Response	Comments
JR	24.00 (continued)	Kenexa Assessment	<p>6) Subgroup distribution by Gender</p> <p>This subreport depicts the performance of each Gender by cumulative frequency and cumulative percentage. An asterisk is used to denote potential adverse impact for a gender. (The database is required to accommodate up to 3 genders – Male, Female, Unknown/Other).</p> <p>The sample report provided to CGI reflects:</p> <p>Cumulative Frequency by Gender Cumulative Percentage by Gender Cumulative Frequency Total Cumulative Percentage Total Scores Mean and Standard Deviation of the total test is provided for the whole sample and each group Exam Date Exam Title Exam No “Flags” (*) indicate adverse impact for a gender as defined by the EEOC (80% rule).</p> <p>See response for J.24 above.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 24.00 (continued)		Kenexa Assessment	<p>7) Sub-group Distractor Analysis by Ethnic Group This sub-report delineates performance of each question by count and percentage on the basis of ethnic group. This sub-group distractor analysis shows the relationship between the adverse impact for individual test items and examinee's ethnic group for each Subscale. The sample report provided to CGI delineates (Question) Item #1 and how each ethnic group answered the question on a multiple choice answer test (A, B, C, D, E, Omit). A total, # of counts and percentages are provided for each question.</p> <p>The sample report provided to CGI reflects: Exam Date Exam Title Subscale Description of Subscale (for example Initiative) Exam No. "Flags" (*) areas (details in sample): a) One asterisk indicates an 80% rule of violation occurred on that line of data for a particular group and response. b) Two asterisks indicate that even if one person had answered differently, the selection rate would have violated the 80% rule. c) Report could include a CAUTION as specified in the key. d)The key answer is also delineated by an asterisk.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>8) Subgroup Distractor Analysis by Gender</p> <p>This sub-report delineates performance of each question by count and percentage on the basis of gender. This sub-group distractor analysis shows the relationship between the adverse impact for individual test items and examinee's gender group for each Subscale. The sample report provided to CGI delineates (Question) Item #1 and how each gender answered the question on a multiple choice answer test (A, B, C, D, E, Omit). A total, # of counts and percentages are provided for each question.</p> <p>See response to J.24 above.</p>
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>The sample report provided to CGI reflects:</p> <p>Exam Date Exam Title Subscale Description of Subscale (for example Initiative) Exam No. "Flags" (*) areas (details in sample):</p> <p>a) One asterisk indicates an 80% rule of violation occurred on that line of data for a particular group and response. b) Two asterisks indicate that even if one person had answered differently, the selection rate would have violated the 80% rule. c) Report could include a CAUTION as specified in the key. d)The key answer is also delineated by an asterisk.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 24.00 (continued)		Kenexa Assessment	<p>9) Item Statistics Distractor Analysis (Upper/Lower 27% distractor analysis) This sub-report evaluates each item and its distractors. Basically, this sub-report describes performance of a test item. The sample report provided to CGI delineates (Question) Item #1 and how each examinee answered the question on a multiple choice answer test (A, B, C, D, E, Omit and NR). A total, # of counts and percents are provided for each question.</p> <p>The sample report provided to CGI reflects: Exam Date Exam Title Subscale Description of Subscale (for example, Initiative) Exam No. By Item (Question) Item Reference number "P" is the % of examinees who chose the correct answer. "P" also delineates the difficulty or difficulty index Diff Score - the difference in percent correct of the top 27% of test takers minus the bottom 27% (e.g., 85% for top group minus 35% of bottom group would result in a diff score of .40) RBIS is the biserial correlation coefficient and reflects the homogeneity of the items in the subscale. The attachment provides additional detail regarding the RBIS. Upper/Lower 27% shows how the choices performed for various The attachment provides additional detail.</p>

Reference Number		Business Requirements	Vendor Response	Comments
JR	24.00	<i>(continued)</i>	Kenexa Assessment	<p>Table Entries are the number of examinees in this group who selected the indicated response</p> <ul style="list-style-type: none"> -Negative Discrimination -High Difficulty Item -Low Difficulty Item -Very Low Difficulty Item -Low Discrimination -Right TS Not Maximum -Right TS < 50 <p>EXAMPLE provides an item which has problems. Attachment describes EXAMPLES.</p> <p>Standard Talent Management reporting does not calculate these flags, but the custom reports will produce these flags.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR	24.00 (continued)	Kenexa Assessment	<p>10) Distribution of Item Statistics</p> <p>This sub-report is a table of RBIS coefficients by P values (i.e., the item difficulty) per test subscale. This table provides a quick summary of the subscale composition. The sample report provided to CGI reflects:</p> <p>Exam Date Exam Title Subscale Description of Subscale (for example Initiative) Exam No. "P" is the % of examinees who chose the correct answer (i.e., the item difficulty). RBIS is the biserial correlation coefficient reflects the homogeneity of the items in the subscale. The attachment provides additional detail regarding RBIS. The table also reflects: Totals of observed frequency of RBIS and P Mean P Standard Deviation of P Mean RBIS Standard Deviation of RBIS</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 24.00	<i>(continued)</i>	Kenexa Assessment	<p>11) Examinee Test Performance List</p> <p>This sub-report lists each examinee by ID number. All examinees are listed and their performance is indicated by subscale</p> <p>The Examinee Test Performance List delineates a listing of examinees in descending order or total test score inclusive of:</p> <ul style="list-style-type: none"> Sequence number Examinee number Gender code Ethnicity code Examinee ID – second line is the name RS: The examinee's raw score for each subscale Weighted Test Total for each examinee TS – the examinees T-score for each subscale and for the total test Each Frequency or number of examinees who got this score Cumulative Frequency of examinee who got this score or higher. <p>See response in J.24 above.</p>
JR 25.00	Provide ability to exclude items that are deemed invalid from final scoring of tests	Kenexa Assessment	<p>See response in JR 24.00 above</p> <p>CGI-AMS - Kenexa will provide for the exclusion of items as part of a service to LA County. If LA County wants to exclude and item deemed invalid for a test, Kenexa will remove that item upon request from LA County. Currently Kenexa is in discovery to add this as part of the baseline product.</p>
Applicant Tracking			

Reference Number	Business Requirements	Vendor Response	Comments
JR 26.00	System provides an applicant tracking system for both external and internal job applicants.	Kenexa Customize Software	<p>The following data elements are needed: Social Security Number, Salutation, Last Name, First Name, Middle Initial, Address 1, Address 2, City, State, Zip Code, Country, Home Phone, Work Phone and Extension, Cell Phone, E-Mail Address, Date of last change to demographic record, Birth Date, Gender, Ethnicity, Disability, Veteran, Veteran Used Count, Veteran Comment, Notes, Date of Last Change to Demographic Data.</p> <p><u>System shall generate the following reports requirements: 1 through 31</u> CGI-AMS -- CGI-AMS assumes that the County will collaborate to evaluate the use and value of the existing reports during implementation.</p>
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	<p>1) Applicant Flow Report Report on the EEOC 80% rule analysis for each step of the applicant processing from receipt of application thru hiring,. Broken down by ethnicity and/or gender. Must have provisions for identifying exam and determining report dates. Additionally flags where it is below the 80% of the reference group. Sample was provided to CGI and includes Lists Title, Exam # Code, Date report run, Reporting period (dates). Reflects Cummulative Pass Rate, number of Applicants, Min Qual, Test 1, Test 2, Test 3, etc, Referred and Hired by Each Ethnic Group and Each Gender Group. Rates are reflected in percentages.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	<p>Sub-Report also details by Ethnicity: reflects at each Step, Ethnic Group, Start Count, Fail Count, Pass Rate, Percent Major Percentage Flag by the following: Apps Entered, Rejected - Education, Rejected Incomplete, Rejected Late Application, Test 1 Scheduled, Applicant Withdrew, Failed to appear, Fail notices sent, Failed Test, Test 2 scheduled, Applicant Withdrew, Failed to appear, Failure notice sent, Failed Test, Eligibles Referred, Referred Hired. An additional Applicant Flow Report -Details by Sex. This subreport is similar to the Details by Ethnicity but provides it by Gender Groups: Male, Female, Unknown/Other.</p> <p>CGI-AMS -- AMS Talent Management standard reports: 1) HR Activity Report, and 2) Talent Pipeline report cover the existing Applicant Flow report. If the County replicates the Applicant Flow report exactly, then a custom report will need to be developed.</p>
JR	26.00 (continued)	Kenexa Customize Software	<p>2) Applicant Summary Report (Report of Exam) Report displays all applicants on a list, including outcomes, status and individual scores. Sample provided to CGI. Report of Examination by Run Date includes Exam Title, Job Type, Recruit Type, List life, Analyst, Test 1 by Type and Weight, Test 2 by Type and Weight, Test 3 etc, Promulgation Date; Class Code, Name of Applicants by Alpha, SSN, Band, Status, Dept, Test 1 Score, Test 2 Score, Test etc, Total Score, Sex, Ethnicity, Age, Veteran. Reflects summary of Applications received, Not Accepted, App Accepted, Did not appear, Examined, Removed/Withdrew, Disqualified, Failed Test, Eligibles</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	<p>3) Applicant Exam History Report Sample report was provided to CGI. It displays exams for which an applicant has applied and all exams taken by the applicant. The created report includes the exam code identifier, List Title, List Code, Specialty, Comments, Reporting period, Run Date, Analyst, Staff. Lists History of each exam to which a job applicant has applied. Report includes SSN, Last Name, First Name, Inactive, Gender, Ethnicity, Disability. Veteran status, and lists Exam numbers, Titles, Received Date, Inact, Step, Refer and the Total Applicants on the list. For each exam an individual has submitted an application the info includes the exam applicant, referral type, test date, indication if score is original or transferred, and the sub test number where the raw score is stored, the raw score, and the exam code associated with this exam. CGI-AMS -- This report will be built as a custom report.</p>
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	<p>4) Expiration Status Report Report creates a listing of the number of eligible candidates remaining on a list or lists and the number who will lose eligibility in a specified month and year. The report generated includes List title, List code, Date eligible and expired, and number of people that will expire from list and number left as well as run date. Sample report provided to CGI. CGI-AMS -- This report will be built as a custom report.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	5) Vacancy Requisition Report by Department # (i.e., DHR = 100) Report displays outstanding requisitions. Specific departments and division may be specified. Reflects requisitions received during a given period. Lists vacancy ID, Status, List (Exam #), Title, Job , Type of Recruitment (Open, Inter Promo, Dept Promo), Positions, Received, Referred and Summarizes Total Vacancy Requisitions. Sample provided to CGI. CGI-AMS -- Standard Reports
JR	26.00 (continued)	Kenexa Customize Software	6) Eligible Status Report This report displays the name, rank and final grade, eligibility date and expiration date of all eligibles on a specified list. Reflects report of eligibles by Title , Job Type, Recruit Type (OC,DP, IP) Date, List code, Analyst and List Life. Also reflects the Last and First names of eligibles in alpha order by Band and Eligible date and expiration date. Sample provided to CGI. CGI-AMS -- This report will be built as a custom report.
JR	26.00 (continued)	Kenexa Customize Software	7) Referral Quality Report This is a report that reflects client satisfaction using likert scale for both the quality of the eligibles referred to a vacancy and the service rating for the HR dept conducting the exam. The report averages the quality and service scores provided on analyst, list and dept. Report includes Analyst initials, period of time,. Dept numbers, Lists by exam number, Vacancy ID, Q=Quality of Analyst average, Dept Avg, List Avg. and Services = S Analyst Avg, Dep Avg, and List Avg. Subreport provides the ability to do report by Exam List code, Dept, Analyst, Vac ID, Q and S data as reflected above. Sample report provided to CGI. CGI-AMS -- This report will be built as a custom report.

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	<p>8) Workload Summary Report Provides consolidated workload statistics across a user defined time period. Options for reports details include list dept, analyst, class and staff. The report includes within the defined dates the lists opened, applications entered, applications rejected, number of candidates scheduled for exams, total test (broken down by type i.e. written, oral interview, rating from record, etc) vacancies opened, number of candidates entered onto eligible lists, the number of referrals. (certifications) made, the number of candidates referred and the number of appointments made. Sample of report provided to CGI. CGI-AMS -- CGI-AMS believes our standard report will handle some of these requirements, however, if the County wants this report exactly the same, then it will be provided as a custom report.</p>
JR	26.00 (continued)	Kenexa Customize Software	<p>9) Workload by List Provides workload statistics by List /Exam Title across a defined time period. Options for reports details include exam #/Title, lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, vacancies opened, number of candidates entered onto eligible lists, the number of referrals. (certifications) made, the number of candidates referred and the number of appointments made. End of report has totals for each category above. Sample of report provided to CGI. CGI-AMS -- Custom report.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	10) Workload by Department # Provides workload statistics by dept number (i.e. DHR 100, DPSS 140, etc) across a defined time period. Options for reports details include exam #/Title, lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, vacancies opened, number of candidates entered onto eligible lists, the number of referrals, (certifications) made, the number of candidates referred and the number of appointments made. End of report has totals for each category above. Sample of report provided to CGI. CGI-AMS -- CGI-AMS believes our standard AMS Talent Management report will handle some of these requirements, however, if the County wants this report exactly the same, then it will be provided as a custom report.
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	11) Workload by Exam Analyst Provides workload statistics by Exam Analyst across a defined time period. Each Analyst is identified by name and first and last initials. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, vacancies opened, number of candidates entered onto eligible lists, the number of referrals. (certifications) made, the number of candidates referred and the number of appointments made. End of report has totals for each category above. Sample of report provided to CGI. CGI-AMS -- Custom report.

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	12) Workload by Staff Provides workload statistics by Staff Person across a defined time period. Staff is identified by name and first and last initials. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, vacancies opened, number of candidates entered onto eligible lists, the number of referrals. (certifications) made, the number of candidates referred and the number of appointments made. End of report has totals for each category above. Sample of report provided to CGI. CGI-AMS -- Custom report.
JR	26.00 (continued)	Kenexa Customize Software	13) Workload by Class Provides workload statistics by Classification across a defined time period. Classification is identified by Title and Item Number. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, vacancies opened, number of candidates entered onto eligible lists, the number of referrals. (certifications) made, the number of candidates referred and the number of appointments made. End of report has totals for each category above. Sample of report provided to CGI. CGI-AMS -- Custom report.

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	<p>14) Workload Summary Report Detail also known as Workload by List (detail) Provides workload statistics by each List /Exam Title across a defined time period. Options for reports details include exam #/Title, lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, Test Types (written, interview, tech oral, appraisal of promotability, Performance, Rating from Record, etc., and exams administered for each test type), vacancies opened, number of candidates entered onto eligible lists, the number of referrals, (certifications) made, the number of candidates referred and the number of appointments made. 110 Sample reports provided to CGI. CGI-AMS -- Custom report.</p>
JR	26.00 (continued)	Kenexa Customize Software	<p>15) Workload by Class (detail) Provides workload statistics by each Classification and Item # across a defined time period. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, Test Types (written, interview, tech oral, appraisal of promotability, Performance, Rating from Record, etc and exams administered for each test type), vacancies opened, number of candidates entered onto eligible lists, the number of referrals, (certifications) made, the number of candidates referred and the number of appointments made. 94 Sample reports provided to CGI. CGI-AMS -- Custom report.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	16) Workload by Department (Detail) Provides workload statistics by each Department (i.e. MLK, HSA) across a defined time period. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, Test Types (written, interview, tech oral, appraisal of promotability, Performance, Rating from Record, etc and exams administered for each test type), vacancies opened, number of candidates entered onto eligible lists, the number of referrals. (certifications) made, the number of candidates referred and the number of appointments made. 17 Sample reports provided to CGI. CGI-AMS -- Custom report.
JR	26.00 (continued)	Kenexa Customize Software	17) Workload by Analyst (Detail) Provides workload statistics by each Exam Analyst across a defined time period. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, Test Types (written, interview, tech oral, appraisal of promotability, Performance, Rating from Record, etc and exams administered for each test type), vacancies opened, number of candidates entered onto eligible lists, the number of referrals, (certifications) made, the number of candidates referred and the number of appointments made. 12 Sample reports provided to CGI. CGI-AMS -- Custom report.

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	<p>18) Workload by Staff (Detail) Provides workload statistics by each Staff across a defined time period. Options for reports details include lists opened, applications entered, applications rejected, number of candidates scheduled for exams, exams administered, Test Types (written, interview, tech oral, appraisal of promotability, Performance, Rating from Record, etc and exams administered for each test type), vacancies opened, number of candidates entered onto eligible lists, the number of referrals, (certifications) made, the number of candidates referred and the number of appointments made. 13 Sample reports provided to CGI. CGI-AMS -- Custom report.</p>
JR	26.00 (continued)	Kenexa Customize Software	<p>19) Applicant Intake Report Provides 12 month summary of applications received for each recruitment List with summary totals by List and by month. The report displays the list code for only those list which had applications entered during the 12 month following the defined report date, the title of the list, and each of the month the applications were received beginning with the report start date. The report reflects Monthly Totals of applications entered for each of the months and a grand total for the period. Sample report provided to CGI. CGI-AMS -- AMS Talent Management Reports (Talent Pipeline Report + HR Action activity report) can be used to address this report. If not, then a custom report will need to be built.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	20) Protected Class Report by Month Applied A report that provides a 12 month summary of applications received by ethnicity, sex, disability (this includes purged and stored data in the archived files). The report has summary totals for each defined protected class category such as Ethnic Background- (White, Black.Hispanic, Amer Indian, Asian/Pac Islander, Filipino, Unknown, etc) and Monthly Totals. Also reflects Specified Gender (Female, Male, Unknown) and Monthly Totals. Also reflects Identified Disability None requested and Accommodation Requested and monthly totals. Also reflects grand total for the reporting period for each protected class category. Sample report provided to CGI. CGI-AMS -- Custom report.
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	21) Protected Class by Month Referred A report that provides a 12 month summary of Candidates referred by ethnicity, sex, disability (this includes purged and stored data in the archived files). The report has summary totals for each defined protected class category such as Ethnic Background- (White, Black.Hispanic, Amer Indian, Asian/Pac Islander, Filipino, Unknown, etc) and Monthly Totals. Also reflects Specified Gender (Female, Male, Unknown) and Monthly Totals. Also reflects Identified Disability None requested and Accommodation Requested and monthly totals. Also reflects grand total for the reporting period for each protected class category. Sample report provided to CGI. CGI-AMS -- Custom report.

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	<p>22) Protected Class by Month Hired A report that provides a 12 month summary of Candidates hired by ethnicity, sex, disability (this includes purged and stored data in the archived files). The report has summary totals for each defined protected class category such as Ethnic Background- (White, Black, Hispanic, Amer Indian, Asian/Pac Islander, Filipino, Unknown, etc) and Monthly Totals. Also reflects Specified Gender (Female, Male, Unknown) and Monthly Totals. Also reflects Identified Disability None requested and Accommodation Requested and monthly totals. Also reflects grand total for the reporting period for each protected class category. Sample report provided to CGI . CGI-AMS -- Custom report.</p>
JR	26.00 (continued)	Kenexa Customize Software	<p>23) EEOC Category by Ethnicity/Gender A report used for evaluation of recruiting and affirmative action efforts. There is a summary total for each protected class, category, and month over 12 month period from a defined date. The report includes purged and archived data and displays ethnicity, sex and disability. The report summary by protected class category and month. The EEOC Categories on this sample report reflect Unknown, Officials & Administrators, Professionals, Technicians, Protective Service Workers, Para-Professionals, Admin Support, SkilledCraft, Service/Maintenance. Report provides Ethnic Total Percentages by Ethnic Group and Grand total. Gender total percentages by EEOC category and Grand total Sample report provided to CGI. CGI-AMS -- AMS Talent Management report "EEO Report", "Diversity Breakdown Report"</p>

Reference Number		Business Requirements	Vendor Response	Comments
JR	26.00	<i>(continued)</i>	Kenexa Customize Software	24) Source Summary Report for Applications Received Within a Defined Period of Time Provides summary information about where applicants heard about a job. Report provides Source codes of Ad, County employee, County Bulletin Board, Campus Recruitment,. Library,. Job Fair, Internet, Job Hotline, Other. It delineates Ethnic groups by Source code and their totals by Source and Ethnic Group. Grand Total and Percentage. Sample report provided to CGI. CGI-AMS -- Standard reports "Source Yield Report" + "New Hire Report"
JR	26.00	<i>(continued)</i>	Kenexa Customize Software	25) Source Summary Report for Hired Counts Within a Defined Period of Time Provides summary info about where individuals hired heard about a job. Report provides Source codes of Ad, County employee, County Bulletin Board, Campus Recruitment,. Library,. Job Fair, Internet, Job Hotline, Other. It delineates Ethnic groups by Source code and their totals by Source and Ethnic Group. Grand Total. Sample report provided to CGI. CGI-AMS -- "Source Yield Report" + "New Hire Report".
JR	26.00	<i>(continued)</i>	Kenexa Customize Software	26) Source Summary Report for Hired Percentages (by Ethnic Group) Within a Defined Period of Time Provides summary info about where individuals hired heard about a job. Report provides Source codes of Ad, County employee, County Bulletin Board, Campus Recruitment,. Library,. Job Fair, Internet, Job Hotline, Other. It delineates Ethnic groups by Source code and their % by Source and Ethnic Group. Grand Total %. Sample report provided to CGI. CGI-AMS -- This report can be developed via a custom report and possibly via standard ad hoc reports.

Reference Number	Business Requirements	Vendor Response	Comments
JR	26.00 (continued)	Kenexa Customize Software	27) Source Summary Report for Hired Percentages (by Gender Group) Within a Defined Period of Time Provides summary info about where individuals hired heard about a job. Report provides Source codes of Ad, County employee, County Bulletin Board, Campus Recruitment, Library, Job Fair, Internet, Job Hotline, Other. It delineates Gender groups by Source code and their total and/or % by Source and Gender Group. Grand Total and %. Sample report provided to CGI. CGI-AMS -- This report can be developed via a custom report.
JR	26.00 (continued)	Kenexa Customize Software	28) Source Summary Report for EEOC Codes Within a Defined Period of Time Provides summary info about where individuals hired heard about a job. Report provides Source codes of Ad, County employee, County Bulletin Board, Campus Recruitment, Library, Job Fair, Internet, Job Hotline, Other. It delineates EEOC groups by Source code and their total and/or % by Source and EEOC Group. Grand Total and %. Sample report provided to CGI. CGI-AMS -- This report can be created as a custom report.
JR	26.00 (continued)	Kenexa Customize Software	29) Source Summary Report for REFR Type Within a Defined Period of Time Provides summary info about where individuals hired heard about a job. Report provides Source codes of Ad, County employee, County Bulletin Board, Campus Recruitment, Library, Job Fair, Internet, Job Hotline, Other. It delineates Refr groups by Source code and their total and/or % by Source and Referral (REFR) Group. A REFR group could be a Search firm. Grand Total and %. Sample report provided to CGI. CGI-AMS -- This report can be developed as a custom report.

Reference Number	Business Requirements	Vendor Response	Comments										
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	30) Crosstab List Definition Program Permits analysis of independence of the relationship between 2 variables and or examine the relationship of the 2 variables. Provides report by List code, Exam number, Title, Date, Variable 1 (sample Veteran) and Variable 2 (Sample Ethnicity). Provides Counts and Chi-square calculations and dated. Sample report provided to CGI. CGI-AMS -- This report will be developed as a custom report.										
JR 26.00	<i>(continued)</i>	Kenexa Customize Software	31) EEOC by Occupational Category Program Reports summarizes open and promotional applicants by sex, ethnicity, and occupational category. Only completed lists are counted. The report presented for a defined timeframe. Report includes Date ranges, Title, many PE categories, Open candidate, Promotional Candidate; Overfill,. Layoff/Reemployment, Transfer, Voluntary Demotion, Retraining Pay Adjustment, Reinstatement by Open (O) or Promotional (P). Sample report provided to CGI . CGI-AMS -- AMS Talent Management Report -- "EEO Report", "Diversity Breakdown Report".										
JR 27.00	All pre-applicants are tracked as persons in the HR database.	Cancelled	The County has decided this is not necessary.										
JR 28.00	System produces and manages Certification Lists in accordance with Civil Service Rules	Kenexa Exam Manager Software Customization	Ordinarily, passing candidates shall be assembled into separate groups having fixed ranges as follows: <table style="margin-left: 20px;"> <tr><td>Group 1</td><td>95% - 100%</td></tr> <tr><td>Group 2</td><td>89% - 94%</td></tr> <tr><td>Group 3</td><td>83% - 88%</td></tr> <tr><td>Group 4</td><td>77% - 82%</td></tr> <tr><td>Group 5</td><td>70% - 76%</td></tr> </table> These ranges should be set-up as the Default. However, the system should also support Alternate Banding methodologies limited to the Department of Human Resources Centralized Agency authorization.	Group 1	95% - 100%	Group 2	89% - 94%	Group 3	83% - 88%	Group 4	77% - 82%	Group 5	70% - 76%
Group 1	95% - 100%												
Group 2	89% - 94%												
Group 3	83% - 88%												
Group 4	77% - 82%												
Group 5	70% - 76%												

Reference Number	Business Requirements	Vendor Response	Comments
JR 29.00	System manages Withholds. If an unqualified applicant can become qualified within 6 months of taking the exam, they maintain their exam-results position on the Certification List.	Kenexa Exam Manager Software Customization	As demonstrated to CGI and Brass Ring, the current County Applicant Tracking system manages both Applicants and Eligibles in the examination process. The Withhold provision applies only to the Eligible List process. An applicant who has successfully completed all the test components becomes Eligible through a promulgation of their name to the Eligible List. In this process, the eligible's activation is Withheld until he/she meets the qualifying requirements stated in the examination bulletin.
JR 30.00	System produces and manages Referral Lists in accordance with Civil Service Rules	Kenexa Exam Manager Software Customization	In accordance with Civil Service Rule 11.01, In filing vacancies from an eligible list, the appointing authority shall make appointment from eligible lists certified by the director of personnel. The director of personnel shall assemble candidates into groups based on their weighted total score in the examination, for the purpose of grouping, scores shall be rounded to the nearest whole number. In the case of open competitive examinations, veteran's credit shall be added before assembling the candidates into groups.
JR 31.00	Requests Appraisal of Promotability from personnel office for all employees applying for a position where this is required.	Kenexa	When an Appraisal of Promotability is required from the employee's department, the system automatically sends the request and standards to the respective departmental Personnel Officer. Temporary measures or workarounds will have to be considered until Advantage HRM goes live.
JR 32.00	System provides requisition tracking of all vacant positions.	Kenexa	
JR 33.00	System evaluates application data against job prerequisites.	Kenexa	This provision generally applies only to structured Supplemental Applications.
JR 34.00	System provides on-line entry of interview and test results.	Kenexa Assessment	

Reference Number	Business Requirements	Vendor Response	Comments
JR 35.00	System notifies applicants of test results'	Kenexa Kenexa Assessment	The system is required to have a master letter library which is flexible, and permits the creation and storage of letters and categories such as the following: <ul style="list-style-type: none"> - Schedule Notices - Result and pass notices - Fail notices - Ineligible notices - Examination suspend and close notices - online test notices - Report master forms - Misc notices <p>The master letter library will be unique for each user department and MS Word, the County Standard.</p>
JR 36.00	System notifies applicants of test date, time and location and can uses MS-Word to create said notices.	Kenexa Kenexa Exam Manager	When a schedule notice is required for a test component, a letter selected from the Master Library is completed using stored demographic and test site information. The system must be able to accommodate specification of date and time of test. The current County system TRAC uses MS-Word® to create notices and letters. The Word capacity for notices and letters will be required.
JR 37.00	System stores the test scores of applicants and allows for the transfer of test scores for applicants who have applied for multiple exams.	Kenexa Exam Manager Software Customize	As demonstrated, the system stores the "repeat restriction" and "test validity" periods, and applies conditions as needed. This process is used to restrict a candidate from repeating a test within a restricted timeframe. The test validity period indicates how long a period of time the test results are considered valid. Individuals who have exceeded the repeat-period, and have not exceeded the validity period, are provided an option to retake the examination or to have their scores transferred.
JR 38.00	System provides tracking of offers made to applicants.	Kenexa	An offer of employment can only be made to those who successfully complete the examination process and are listed on the certified referral lists. See JR 1.05 and JR 44.00.

Reference Number	Business Requirements	Vendor Response	Comments
JR 39.00	Record results of offers	Kenexa	This provision should be part of JR 44.00
JR 40.00	The system provides the ability to identify applicants in various stages (e.g. tested and untested) as separate groups.	Kenexa	CGI-AMS - LA County can identify applicants at various stages of the hiring process (e.g. test and untested)
JR 41.00	The system supports an applicant file which can be purged or archived by user defined criteria.	Kenexa	CGI-AMS -- AMS Talent Management provides for purging functionality based on candidate talent records.
JR 42.00	Provide for user defined application forms (both paper and web based)	Kenexa Talent Gateways	This permits alternate formats of the employment application. However, this is only through a centralized agency approval process. CGI-AMS -- AMS Talent Management can create any number of online application forms. However, the current scope provides for 1 online application form and three different printable applications. Additional application forms can added and will require to be addressed through a change notice process.
JR 43.00	For online applications, system supports optional EEOC statement questionnaire:		
JR 43.01	Race	Kenexa Talent Gateways	
JR 43.02	Ethnicity	Kenexa Talent Gateways	
JR 43.03	Gender	Kenexa Talent Gateways	
JR 43.04	Date of Birth	Kenexa Talent Gateways	

Reference Number	Business Requirements	Vendor Response	Comments
p9881	44.00 System supports pre-employment, fingerprinting, criminal background screening for required positions and County designated sensitive positions by establishing workflow processes to track an applicant's progress through the background screening, recording	Kenexa Integration into third party solutions	<p>Hiring manager identifies an eligible to hire, and requests the Personnel Officer (PO) to send a contingent job offer to the eligible. Selected stored recruitment Information (name, address, SSN, classification, department if County employee) about potential hire is made available to hiring HRM staff. The hiring HRM staff conducts a preliminary records check for previous County employment.</p> <p>CGI-AMS: Manual Check Process in Advantage If a record exists for potential hire, it is reviewed to ensure neither termination code 29 (resignation in –lieu of discharge), nor 33 (Discharged) is indicated (record key is the Social Security Number). Those two codes may preclude hiring of the individual. If the record does not contain either code, a unique online Job Offer Contingency List is created. If cleared, letter is produced.</p> <p>CGI-AMS: If codes exist, Candidate record can be made inactive. If not, a letter can be produce per candidate. The contingency list will vary depending on the position and the department. System retrieves standard job offer contingency letter template from master letter bank and completes portions lis Potential eligible indicates acceptance of job offer by signing and into a contractual agreement.</p>

Reference Number	Business Requirements	Vendor Response	Comments
p9881	44.00 (continued)		<p>Upon receipt the PO signs off and records acceptance of the job in the system. This obligates the County to hire the individual upon satisfaction of ALL contingencies listed. The system automatically freezes the associated PAR (Personnel Action Request) from hiring another individual.</p> <p>CGI-AMS: CGI will need to modify the integrate to handle to trigger point. Then the contingency online check list is systematically work-flowed by HRM through Occupational Health Services (OHS) for medical requirements (note: OHS staff has their own screen/rights and are the only ones who can mark the medical check box), Live Scan, license(s), certification(s), driving record, address verification, etc.</p>
p9881	44.00 (continued)		<p>The system records the name of HRM staff processing each contingency, and the date and time. Once all contingencies are fulfilled, a 'Start Date' triggers the transfer of stored information from Talent Management to e-HR. This information includes the test score in a shielded format (cannot be read by staff).</p> <p>HRM staff prints the system-generated letter containing instructions to the hire regarding start date and reporting-to-work instructions. The letter is then sent via U.S. mail. The PAR is then automatically updated indicating that an individual has been hired.</p> <p>Note: The letter system utilizes MS-Word.</p>
JR	46.00 System to record, track, and report on the people in the screening process and sub-processes.	Kenexa Kenexa Exam Manager	See 44.00
JR	48.00 System to track an applicant progress and prepare sign off letters as appropriate.	Kenexa	See 44.00 - CGI-AMS -- AMS Talent Management can require these steps as part of a candidate workflow.

Reference Number	Business Requirements	Vendor Response	Comments
JR 49.00	The system can support scheduling medical appointments (background medical checks) with the available contracted medical facilities.	Kenexa Integration into third party solutions	See 44.00 CGI-AMS--AMS Talent Management can support the request for an appointment through email or Outlook. However, a fully integrated solution with the medical appointment system is not included in the current scope.
JR 50.00	System supports scheduling psychological appointments (background psychological checks) with the available contracted psychologist.	Kenexa Integration into third party solutions	See 44.00 CGI-AMS -- AMS Talent Management can support the request for an appointment through email or Outlook. However, a fully integrated solution with the psychological appointment system, is not included in the current scope.
JR 51.00	Track results of medical appointments	Kenexa	See 44.00. This a recording of results. No confidential information will be detailed. - CGI-AMS -- In AMS Talent Management, any type of form can be created to capture and track information.
JR 52.00	Track results of psychological appointments	Kenexa	See 44.00. This is a check list only. No confidential information will be detailed. CGI-AMS: Any type of form can be created to capture and track information in AMS Talent Management.
JR 53.00	System integrates employee information with all other components to eliminate duplicate data input.	Kenexa	See 44.00 - CGI-AMS -- AMS Talent Management is integrated with Advantage HRM in the areas of employee information and position control.
JR 54.00	System tracks all exams individual applicants apply for.	Kenexa	The County uses the Social Security Number as an individual's "unique" identifier. CGI-AMS -- AMS Talent Management can capture the social security number for each candidate. Furthermore, the SS# can be encrypted in a variety of ways to mitigate the risk of identity theft lawsuits. CGI-AMS assumes that the County will collaborate and reconsider the usage of the SS# during implementation.
JR 56.00	For all contact with applicants and people with referred eligible on certification lists, track the following:		These provisions JR 54.00 through JR 56.06 are provisions of JR 1.05.

Reference Number		Business Requirements	Vendor Response	Comments
JR	56.01	Date and time	Kenexa	
JR	56.02	Method of contact (telephone, mail, email, etc.)	Kenexa	
JR	56.03	Person doing the contacting	Kenexa	
JR	56.04	If material or notification sent, track what was sent	Kenexa	
JR	56.05	Position	Kenexa	
JR	56.06	Response	Kenexa	
Applicant Testing and Examinations				
JR	59.00	The system is capable of recording unlimited versions of tests and related answer keys over time for any training	Kenexa Assessment	JR 59.00 through JR 69.00 are provisions of JR 2.00
JR	60.00	Scoring / Pass / Fail criteria can be recorded in one or more of the following ways for each unique test number and grade achievement:		
JR	60.01	Attend (Y/N)	Kenexa Exam Manager	
JR	60.02	Time results	Kenexa Assessment	Performance test, have to put scoring algorithm. CGI-AMS-- Included in the product modifications, AMS Talent Management can handle this scoring algorithm for any performance test.
JR	60.03	Passing grade	Kenexa Assessment	Pass point analysis.
JR	60.04	Conversion of the grade to a band	Kenexa Exam Manager	CGI-AMS--Included in the product modifications, AMS Talent Management can handle the conversion of the grade into to a band
JR	60.06	Appraisal of promotability	Kenexa	For Promotional exam only, up to 50% of promotional exams have this.
JR	60.07	Raw score (numeric)	Kenexa Assessment	
JR	60.08	Pass / Fail	Kenexa Assessment	This customization will be baselined.
JR	60.09	Percentage score	Kenexa Assessment	CGI-AMS-- Included in the product modifications, AMS Talent Management can handle the percentage of scoring
JR	60.10	Interview score	Kenexa Assessment	

Reference Number	Business Requirements	Vendor Response	Comments
JR 60.11	Physical agility component (timed and scored)	Kenexa Assessment	
JR 60.12	Other scoring (user defined)	Kenexa Assessment	CGI-AMS--Yes - LA County can setup a form to record any type of scoring field
JR 60.13	Comments	Kenexa Assessment	Interview comments
JR 61.00	Exams can be based on a position in the Department (see Exam requirements in Data Requirements section below)	Kenexa Exam Manager	
JR 62.00	System tracks matching answer keys to valid tests (recorded in the same manner as the tests and there can be multiple keys to each test with valid dates and person authorizing)	Kenexa Assessment	
JR 63.00	System will track the following information for each answer key:		
JR 63.01	Unique test number that the answer key maps to	Kenexa	
JR 63.02	Unique answer key number	Kenexa Assessment	
JR 63.03	Reference to paper file	Kenexa Assessment	This requires a entry screen. : CGI-AMS -- AMS Talent Management Enterprise can track any item through a configurable form. CGI-AMS assumes the comment about an entry screen will be a form within the system
JR 63.04	Link to electronic file	Kenexa Assessment	CGI-AMS -- Yes - LA County can upload a paper image or directly connect to the test via a URL hypelink
JR 63.05	Valid dates	Kenexa Exam Manager	
JR 63.06	Person authorizing Test	Kenexa Exam Manager	
JR 64.00	The system records test data (see Test section in Data Requirements section below) by person, linked to the person's information in the HR module, including:		

Reference Number	Business Requirements	Vendor Response	Comments
JR 64.01	Pass / Fail	Kenexa Assessment	
JR 64.02	Unique test number (version of the test taken)	Kenexa Assessment	
JR 64.03	Test date and time	Kenexa Assessment	
JR 64.04	Person or persons conducting the specific test	Kenexa Exam Manager	
JR 64.05	Comments	Kenexa Assessment	
JR 65.00	System creates schedules for the tests based on location of the test site and the number of applicants to be tested.	Kenexa Exam Manager	Put parameters in and the system will schedule applicants randomly. The system must also accommodate manual scheduling of candidates as needs arise. CGI-AMS -- The system does create a schedule of tests based on location and number of applicants. However, the system does not generated this list randomly or load balance dates and attendees. This functionality would require an additional system modification that is not currently included in the project scope.
JR 66.00	System provides for a test analysis feature by correlating the number of correct responses to the top candidates to determine best test questions.	Kenexa Assessment Software	See JR 24

Reference Number	Business Requirements	Vendor Response	Comments
JR 67.00	System provides for an exam item bank with lists of numerous questions by exam objective	Kenexa Assessment	<p>The item bank is a computer based library of questions. The questions are stored in user defined categories and sub-categories. The stored information for each question includes historical performance statistics. All of the parameters were revealed to AMS Talent Management. Examples of the parameters are measures of reliability, detractor statistics, difficulty, validity, date used, test identifier, etc.</p> <p>Questions in the Item bank are selected and systematically used in creating new tests. After administration of the created test, the performance statistics are added to the storage file of each test question</p>
JR 67.00	<i>(continued)</i>	Kenexa Assessment	<p>Item Bank – The item bank is an organized repository of test questions and their performance statistics on their use on various test administrations. Performance statistics are from the Test Analysis (Item Analysis) report. Item Bank needs to have the capability and capacity to store a history of performance statistics. This is a standard requirement of a viable test Item Banks. If performance is not stored, it will not meet County needs. Talent Management Item Bank must house the test questions needed and must be able to house the past performance statistics.</p> <p>AMS Advantage Talent Management provides item banks of questions, stored in user defined categories and sub-categories (called Topics) within the item banks.</p> <p>AMS Advantage Talent Management does not store the history of performance statistics with the questions; rather, the system provides on-demand reporting to allow the I/O psychologist or other assessment author to generate the statistics when needed.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 68.00	System tracks transfer requests as reasonable accommodations to ADA requests and allows for priority treatment of these individuals	Kenexa Exam Manager	
JR 69.00	For promotional exams, system must support applicants who meet minimum experience requirements but not other requirements, and who may be allowed to take the exam.	Kenexa Software Customization	This is the Withhold provision. - CGI-AMS-- LA County can place any candidate in a withhold status by changing Candidate Type.
	Examination Appeals will be handled in the County's Appeals Management System (AMS). Appeals analyst will have restricted access to certain examination records (raw scores, computed scores, band composition, statistics, exam bulletin, exam components,		
JR 72.00	System tracks Key Copy Inspections - after some exams applicants are able to review certain portions of the exam and may be able to file a protest	Kenexa Kenexa Assessment	Track the letter (the notifications) and the individual (This provision is part of JR 2.00. It is covered by CSR 7.16) CGI-AMS -- AMS Talent Management Enterprise can track any data element including letters. AMS Talent Management will work with LA County to ensure the system meets CSR 7.16 as it is defined today.
JR 73.00	System tracks Key Copy Protest notices - may be filed with the proctor immediately after the exam or may have up to 10 days	Kenexa	Track the notices (cTrack the notices (could save as an image). (This provision is part of JR 2.00. It is covered by CSR 7.17) CGI-AMS -- AMS Talent Management Enterprise can track any data element and upload an image if required. AMS Talent Management will work with LA County to ensure the system meets CSR 7.17 as it is defined today.
Query Requirements			
JR 74.00	System allows applicants to query the database to find job requisitions	Kenexa Talent Gateways	Allows search of available jobs by job field, job type, department, and area, and minimum salary.

Reference Number	Business Requirements	Vendor Response	Comments
JR 75.00	System allows applicants to determine the status of their application for any open job requisition	Kenexa Talent Gateways Software Customization	CGI-AMS -- This feature will be delivered as part of BrassRing's Release 9.5 (Projected date is late Q3 2007 or early Q4).
JR 76.00	Cross filer inquiry	Kenexa Exam Manager Software Customization	When an individual is an active candidate in multiple examinations which require him/her to take the same test instrument, that individual is scheduled to participate in the test only once and his/her raw score for that test is entered into all of the applied examinations. CGI-AMS--As part of the product modifications, AMS Talent Management can handle the cross filer inquiry.
JR 77.00	System shall provide flexible reporting that allows the analysis of job requisition information, including:	Kenexa Reports Software Customization	Reports REQUIRED for JOB BULLETIN SYSTEM (JBS) must be able to accommodate both internal and external user inquiries. An Internal user feature must exist to accommodate designating that a created ad hoc inquiry to become a standard reporting format. The reports should disclose the number of job bulletins opened and closed, as defined by specified date. Additionally, this may be in conjunction with any of the following or combination of the following: <ul style="list-style-type: none"> - Department - By recruitment type (promotional, open competitive) - Job Field Type - Administration, Clerical, Secretarial and Student Workers; Health – Physicians; Public Safety Law Enforcement; etc. - Job Type category - Management/Supervisory; Administrative/Professional/Technical; Clerical/Secretarial/Student Worker; Skilled Crafts/Service/Maintenance; etc. - Area of preferred employment - Minimum Monthly Salary

Reference Number	Business Requirements	Vendor Response	Comments
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>JBS – Standard Reports</p> <p>Job Bulletin System Report This report reflects the number of job bulletins that are closed, opened, as defined by a specified period. This may be in conjunction with any of the following combination of the following: Department, By recruitment type (i.e. Open Competitive, Departmental Promotional, Interdepartmental Promotional, Executive Recruitment, Specialized Recruitment), Job Field Type (Administrative, Clerical, Secretarial, and Student Workers, Health-Physicians, Public Safety Law Enforcement, etc. Job Type Category - Management/ Supervisory, Administrative/ Professional /Technical, Clerical/Secretarial/ Student Worker, Skilled Crafts/ Service/Maintenance, etc. Area of preferred employment; Minimum Monthly salary. <i>Distributed Monthly and On Request</i></p>
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>Career Opportunities Report for Constituents This report is provided on request to constituents that walk in to DHR looking for employment and who do not have access to a computer. It delineates the number of career opportunities (Open Competitive, Specialized, Exec Recruit, other) exams currently available for filing an application. The displayed information may include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Job Field, Job Type, Salary, (Preferred) Area, (Preferred) Dept. or all depts. <i>Distributed On Request</i></p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>Career Opportunities Report for County Employees This report is provided on request to County employees that walk in to DHR looking for employment and who do not have access to a computer. It delineates the number of career opportunities (Interdepartmental Promotional and/or Departmental Promotional, Specialized, Exec Rec) exams currently available for filing an application. The displayed information may include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Job Field, Job Type, Salary, (Preferred) Area, (Preferred) Dept. or all depts. <i>Distributed On Request</i></p>
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>Administrative Bulletin Report - OC This report is an administrative report that delineates the TOTAL NUMBER of Career opportunities (Open Competitive and non-competitive) exams currently available for filing an application. The displayed information to include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Job Field, Job Type, Salary, (Preferred) Area, (Preferred) Dept, or all depts and be able to total by categorical sort. <i>Distributed Monthly and On Request</i></p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>Administrative Bulletin Report - IP This report is an administrative report that delineates the TOTAL NUMBER of Interdepartmental Promotional (IP) Career opportunities exams currently available for filing an application. The displayed information to include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Job Field, Job Type, Salary, (Preferred) Area, (Preferred) Dept, or all depts and be able to total by categorical sort. <i>Distributed Monthly and On Request</i></p>
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>Administrative Bulletin Report - DP This report is an administrative report that delineates the TOTAL NUMBER of Departmental Promotional (IP) Career opportunities exams currently available for filing an application. The displayed information to include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Job Field, Job Type, Salary, (Preferred) Area, (Preferred) Dept, or all depts and be able to total by categorical sort. <i>Distributed Monthly and On Request</i></p>
JR 77.00 (continued)		Kenexa Reports Software Customization	<p>Administrative Report - Executive Recruitment This report is an administrative report that delineates the TOTAL NUMBER of Exec Recruitment career opportunities exams currently available for filing an application. The displayed information to include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Dept, or all depts and be able to total by categorical sort. <i>Distributed Monthly and On Request</i></p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 77.00	(continued)	Kenexa Reports Software Customization	Administrative Report - Specialized Exams This report is an administrative report that delineates the TOTAL NUMBER of Specialized career opportunities exams currently available for filing an application. The displayed information to include the Exam title, Exam #, Salary Range, Filing Location, Vacancy Location and Filing Period. This report must have refinement ability to sort for each or combination of each of the following: Dept, or all depts and be able to total by categorical sort. <i>Distributed Monthly and On Request</i>
JR 77.00	(continued)	Kenexa Reports Software Customization	Workload Report Number of exams in a specified period that were posted. The displayed information to include the Exam Title, Exam Number, filing status, (Open or Closed), Total number of Exams listed in the inquiry. Must have refinement sorting options for each or combination of each of the following: Bulletin Analyst assigned, Job Fields, Job Type, Salary, (preferred) Area, (Preferred) Dept, Educational degree; Educ degree specialization, Specified Certification, Specified License. <i>Distributed Monthly and On Request</i>
JR 77.01	Open job requisitions	Kenexa	Included as part of Appendix L-6 Legacy reports
JR 77.02	Closed job requisitions	Kenexa	Included as part of Appendix L-6 Legacy reports
JR 77.03	Application activity	Kenexa	Included as part of Appendix L-6 Legacy reports
JR 77.04	Demographic information of applicants	Kenexa	Included as part of Appendix L-6 Legacy reports
JR 77.05	Status of job requisitions	Kenexa	Included as part of Appendix L-6 Legacy reports
JR 78.00	System allows inquiry of vacant positions (with flexible criteria) that are actively being recruited for	Kenexa	CGI-AMS - LA County can view any open bulletin through our requisition module. However, we need further clarification on what LA County means by flexible criteria.
JR 79.00	Provide inquiry of prior applications by applicant	Kenexa	CGI-AMS - - Yes: All applicant information, including all applications, is stored in one central database.

Reference Number	Business Requirements	Vendor Response	Comments	
Reporting Requirements				
JR	80.00	System produces at least the following reports:		
JR	80.01	Individual applicant profile	Kenexa	
JR	80.02	Vacant position listing	Kenexa	
JR	80.03	List all applicants by name (show other data elements - user definable)	Kenexa	This provision seems to be part of Position Control. CGI-AMS -- If LA County's request is list of applicants by name, AMS Talent Management Enterprise can meet this request. Additionally, through our Data Export Wizard, LA County can show any data element in a definable list.
JR	80.04	AP Request list	Cancelled	The County decided this requirement is not necessary. This will be a query.
JR	80.05	List all applicants by job code	Kenexa	
JR	80.06	Test / Interview schedule list	Kenexa Exam Manager	CGI-AMS -- Once an exam is scheduled a Candidate Activity Report can be run or an Exam Activity Report which would contain the names of the candidates scheduled to the event / exam.
JR	80.07	Unqualified applicants list	Kenexa	
JR	80.08	Qualified applicants list	Kenexa	
JR	80.09	Eligibility extended list	Kenexa Reports Software Customization	Ability to change eligible expiration date. CGI-AMS -- Included in the product modifications - LA County will be able to change expiration date for a list.
JR	80.10	Eligibility expired list	Kenexa Reports Software Customization	This will be a query. CGI-AMS -- Included in the product modifications - LA County will be able to report or query against expired lists.
JR	81.00	System provides listings of vacant/frozen/unfunded positions as required.	Cancelled	This provision seems to be part of Position Control.
JR	82.00	System allows inquiry against applicant list.	Kenexa Exam Manager	CGI-AMS -- Included in the product modifications - LA County will be able to inquiry against applicant lists.

Reference Number	Business Requirements	Vendor Response	Comments
JR 83.00	System prints mailing lists for all applicant correspondence.	Kenexa	
JR 84.00	System prints form letters for distribution to applicants.	Kenexa	
JR 85.00	System produces statistical reports reflecting historical EEO data on applicants.	Kenexa	
JR 86.00	System provides a detailed report of cancellations and no-shows	Kenexa Exam Manager Software Customization	This will be a query. CGI--AMS -- If the candidate records are updated, then candidate activity report has a final outcome column which is reported.
Data Requirements			
JR 88.00	Job Requisition and Tracking has at least the following information:	3rd Party Tool	JR 88.00 through JR 94.15 are part of JR 2.00 in order to do uniform processing.
JR 88.01	Position at any organizational level	Kenexa	
JR 88.02	County classification title	Kenexa	
JR 88.03	Specific Position instances that are vacant, if applicable	Kenexa	
JR 88.04	Valid dates	Kenexa	
JR 88.05	Filing dates	Kenexa	
JR 88.06	Role/Task/Assignment	Kenexa	
JR 88.07	Sub-classification title	Kenexa	
JR 88.08	User-defined milestones & thresholds for tracking (20 fields)	Kenexa	
JR 88.09	Hiring manager	Kenexa	
JR 88.10	Organizational Unit requesting	Kenexa	
JR 88.11	Date Requested	Kenexa	

Reference Number	Business Requirements	Vendor Response	Comments
JR 89.00	System tracks at least the following data on each applicant:		
JR 89.01	Name	Kenexa	
JR 89.02	Address	Kenexa	
JR 89.03	Phone numbers (2 - primary and secondary)	Kenexa	
JR 89.04	Social Security number	Kenexa	
JR 89.05	Birth date	Kenexa	
JR 89.06	Military Service	Kenexa	
JR 89.07	Email address	Kenexa	
JR 89.08	Person taking information	Kenexa	
JR 89.09	Date of contact/application	Kenexa	
JR 89.10	Positions applied for	Kenexa	
JR 89.11	Interview schedule	Kenexa	
JR 89.12	Interview results	Kenexa	
JR 89.13	Test schedule	Kenexa	
JR 89.14	Test results	Kenexa	
JR 89.15	Medical exam schedule	Kenexa	
JR 89.16	Medical exam results	Kenexa	
JR 89.17	Drug and alcohol test results	Kenexa	
JR 89.18	County classification titles the person is interested in (multiple text entries)	Kenexa	
JR 89.19	Specific job opening including examination title and examination number.	Kenexa	
JR 89.20	Effective Dates for contact or application	Kenexa	
JR 89.21	Referral source - identify the recruitment method used to attract the person.	Kenexa	
JR 89.22	Qualifications for specific job classification (multiple text entries)	Kenexa	
JR 89.23	Training for specific job classification (multiple text entries)	Kenexa	
JR 89.24	Special skills for specific job classification (multiple text entries)	Kenexa	
JR 89.25	Geographic areas and shifts the person is willing to work	Kenexa	

Reference Number	Business Requirements	Vendor Response	Comments
JR 89.26	Citizenship and or work permit number	Kenexa	
JR 89.27	References (name, address, phone number, date contacted, person having contact, method of contact, results)	Kenexa	
JR 89.28	Interviewers (name, personnel ID#, date interviewed)	Kenexa	
JR 90.00	System supports the optional EEOC statement questionnaire items:		
JR 90.01	Race	Kenexa	
JR 90.02	Ethnicity	Kenexa	
JR 90.03	Gender	Kenexa	
JR 90.04	Date of Birth	Kenexa	
JR 91.00	System provides a text/comment field to record comments and events. Example is an applicant's ad hoc request for reasonable accommodation	Kenexa	
JR 92.00	System provides comment field for each Applicant Tracking event: application, exam results, exam participation, etc.	Kenexa Exam Manager Kenexa	These records will be included in the specimen folder. The system will also be required to accommodate imaging files for this purpose.
JR 93.00	The system tracks at least the following data for each exam:		
JR 93.01	Exam name - based on position title	Kenexa Exam Manager	
JR 93.02	Exam number - based on position number	Kenexa Exam Manager and Kenexa Assessments	
JR 93.03	Persons responsible for exam process (exam analyst)	Kenexa Exam Manager	

Reference Number	Business Requirements	Vendor Response	Comments
JR 93.04	Valid start date	Kenexa Exam Manager	
JR 93.05	Valid End date	Kenexa Exam Manager	
JR 93.06	Person requesting	Kenexa Exam Manager	
JR 93.07	Person authorizing	Kenexa Exam Manager	
JR 93.08	Minimum requirements for the position (10 user defined text based fields) per exam	Kenexa Exam Manager	
JR 93.09	Uniquely identified valid tests (unlimited number) for any exam	Kenexa Exam Manager	
JR 94.00	The system tracks at least the following data for each test		
JR 94.01	Exam name associated with the test	Kenexa Exam Manager	
JR 94.02	Exam number associated with the test	Kenexa Exam Manager	
JR 94.03	Unique test number	Kenexa Assessment	
JR 94.04	Valid dates	Kenexa Exam Manager	
JR 94.05	Person requesting	Kenexa Exam Manager	
JR 94.06	Person authorizing	Kenexa Exam Manager	
JR 94.07	Text including questions	Kenexa Assessment	
JR 94.08	Weight of the test component	Kenexa Exam Manager Software Customization	Weight of the test component is the outcome of the job analysis. See JR 2.00 - CGI-AMS -- AMS Talent Management has planned to handle the weight of the test questions as part of our product modifications.

Reference Number	Business Requirements	Vendor Response	Comments
JR 94.09	Reference to paper file	Kenexa Assessment	
JR 94.10	Link to electronic file	Kenexa Assessment	
JR 94.11	Persons responsible for testing process	Kenexa Exam Manager	
JR 94.12	Unique answer key number	Kenexa Assessment	
JR 94.13	Unique answer key	Kenexa Assessment	
JR 94.14	Score / pass / fail criteria	Kenexa Assessment	
JR 94.15	Matching answer keys (recorded in the same manner as the tests and there can be multiple keys to each test with valid dates and person authorizing)	Kenexa Assessment	
Additional Requirements			
JR 95.00	Allow recruitment for a position when there is no FTE or foreseeable FTE.	Kenexa	
JR 96.00	Provide for a County-wide numbering scheme to sequentially produce requisition numbers.	Kenexa	
JR 97.00	Provide for a County-wide numbering scheme to sequentially produce bulletin numbers.	Kenexa	This provision is part of JR 2.00 - CGI-AMS -- CGI-AMS will provide a numbering scheme to meet this requirement.
JR 98.00	Provide for a County-wide numbering scheme to sequentially produce the examination numbers of recruitments.	Kenexa Exam Manager Kenexa Assessment	
JR 99.00	Provide a job interest card system.	Kenexa Talent Gateways	
JR 100.00	Provide capability for a Job Bulletin System (JBS).	Kenexa with Kenexa Talent Gateways	

Reference Number	Business Requirements	Vendor Response	Comments
JR 102.00	Bulletins are public record and must be viewable by the public. The solution must limit filing to current County employees for Inter-Departmental Promotions (IPs) and further limit to a departments' employees for Departmental Promotions (DPs).	Kenexa Talent Gateways	AMS Talent Management.
JR 103.00	Provide a display of a current bulletin when a replacement (re-bulletin) is under development. Additionally manage the replacement and current bulletin and retention (archival).	Kenexa with Kenexa Talent Gateways Software Customization	AMS Talent Management CGI-AMS -- AMS Talent Management will allow LA County to copy and re-post any bulletin. AMS Talent Management can manage re-bulletin of a current bulletin and / or retention (Archival).
JR 104.00	Provide functionality for applications and resumes to be scanned and the information extracted to populate data tables.	Kenexa Talent Data Center Integration in inhouse Scanning	A policy and procedure should be required for this provision. CGI-AMS -- When candidates cut and paste entire resumes in English, leading to auto-extraction, the data extracted is 80% accurate – and then candidates are asked to edit their data to ensure complete accuracy. If candidates use BrassRing's Profile
JR 105.00	The processing of candidates (accepted applicants) should be driven by the system according to the examination plan with little or no user intervention. Scoring of each test element is also required.	Kenexa Kenexa Exam Manager Software Customization	AMS Talent Management - CGI-AMS -- The processing of candidates will be driven via the system with little or no user intervention. This feature is part of the planned modifications for the LA County solution.
JR 106.00	Provide the ability to add Preference Points to a candidate's passing score.	Kenexa Exam Manager Software Customization	Preference points are bonus points added to the total weighted score of candidates who successfully pass all test components. CGI-AMS -- Adding preference points to the final compute score is part of our planned product modifications for the LA County solution.
JR 107.00	Provide ability to have scan scoring	Kenexa Assessments	CGI-AMS -- This is provided as part of the core product.

Reference Number	Business Requirements	Vendor Response	Comments
JR 108.00	Provide ability to have proportional scoring	Kenexa Exam Manager Software Customization	System must be able to correctly compute scores from a test regimen consisting of multiple parts, multiple weights, and multiple areas of skill and knowledge as described in the example provided in the IAD and prototyping sessions. The score is then applied to the final examination grade.
JR 109.00	Provide graphical data display of portions of item analysis report.	Kenexa Assessments Software Customization	Graphical data should be able to be displayed in various format including: Bar Charts, Pie Charts, Distribution Charts, Matrixes and Statistical Line Graphs. CGI-AMS -- The system reports utilize the latest reporting technology and graphs are incorporated when appropriate. CGI-AMS assumes that if there is not a graph that exactly matches what the County current utilizes then the County will collaborate and evaluate available options with a pragmatic attitude. If the County desires a custom report then CGI-AMS assumes that the County will support the custom development by making relevant subject matter experts available during the requirements definition.
JR 109.00	<i>(continued)</i>		AMS Talent Management provides a number of graphical formats for use in reporting, including Bar Charts, Pie Charts, Distribution Charts, Matrixes and Statistical Line Graphs. The formats provided are standard in the industry today, and as such, no customizations have been proposed in this area. However, if the County determines that none of the provided formats meets its needs for some reason, the County can pursue a change order to request a specific customization.

Reference Number	Business Requirements	Vendor Response	Comments
JR 110.00	Provide a report generation tool in which various calculations can be inputted.	Kenexa Reports Software Customization	This requirement stems from the ability to program new statistical methods of computation for analyzing data when required by EEOC or deemed appropriate by professional psychometricians ethical work standards. CGI-AMS -- CGI-AMS tracks regulatory changes systematically and builds functionality to address those requirements. Kenexa currently does not provide this functionality, but has a data extraction tool which exports into MS Excel. LA County can then run calculation using inherent Excel functionality.
JR 111.00	Provide a banding rule application.	Kenexa Exam Manager Software Customization	This should be to accommodate alternate banding provisions as described on CSR 11.01c.
JR 112.00	Incorporate County decimal point determination policy	Kenexa Exam Manager Software Customization	AMS Talent Management. CGI-AMS -- CGI-AMS assumes that the County will collaborate with the implementation team to describe, document, and evaluate the decimal policy. At current, CGI-AMS has estimated that the decimal policy will be addressed through the modifications.
JR 113.00	Allow examination auditing activities	Kenexa Exam Manager Software Customization	Security parameters and access will be defined by the County. CGI-AMS -- Each exam with all of its activities, resources, and participants will be stored by the system.

Reference Number	Business Requirements	Vendor Response	Comments
JR 114.00	<p>Security must address the following:</p> <p>a. Automatically restricting access of an examination analyst from records and system stored information related to an examination which the analyst has submitted an application. If an attempt is made to access examination record or information, a notification to the examination unit manager or supervisor is sent.</p> <p>b. The Personnel Officer or examination unit head must have the ability and authority to restrict access of an examination analyst when participation in an examination by a close relationship may jeopardize the fair administration of an examination.</p> <p>c. The system must have ability to create access groups with varying privileges, and ability to assign individuals to those groups. (Note: the rights and privileges may differ for each user department.)</p> <p>Exam Access Reports Provides Security report that lists internal users by each Exam. The displayed information to include user ID, user name, profile, phone number, email address, status (active or inactive), and user department.</p> <p>A. Must have refinement sorting options for each or combination of each of the following: 1. User department; 2. Status (active or inactive); 3. User profile – access group or level; 4. SSN; 5. Employee number;</p>	NEED A FURTHER REVIEW Software Customization	<p>Kenexa can not automatically restrict access to an examination based on user application submission. Kenexa can restrict access to any information based on user type or group. LA County could run a report showing LA County employees who apply for an examination. If an examination analyst is determined, an email can be sent to a security manager to prevent this user from accessing the examination information.</p> <p>LA County can set up User Types and User Groups within Enterprise to allow only authorized users, such as those in certain positions, departments, divisions, or countries to access particular data, such as types of requisitions or even areas of the application.</p> <p>LA County currently uses violation reports for systems, exams and users today. These reports are not required in Kenexa. Kenexa will prevent users from accessing information based on user type or group. LA County can set up User Types and User Groups within Enterprise to allow only authorized users, such as those in certain positions, departments, divisions, or countries to access particular data, such as types of requisitions or even areas of the</p>

Reference Number	Business Requirements	Vendor Response	Comments
	<p>Exam Access Violation Reports. System must automatically restrict an Exam Analyst from accessing any record and system-stored information related to an exam for which the exam analyst has submitted an application. Report must denote when User (Exam Analyst) applied to an exam that they obtained access to Exam. This report should be e-mailed immediately to the Director of Personnel.</p> <p>System Access Violation Report Must denote when an individual not identified as a User has accessed the application and database. Details forthcoming and to be review and approved by the County CIO Security Information Officer.</p> <p><i>Distributed Monthly and On Request</i></p>		<p>application. LA County can create an unlimited number of custom-defined User Types and User Groups. These can be used to control both Talent Record level security and feature security. More than 150 settings can be controlled at the User Type and User Group level. For example:</p> <ul style="list-style-type: none"> - Kenexa can also segment table data at the table level or at the field level by User Type, which allows only specified users to access data relevant to their business unit or job function. We have done this successfully for several large multi-nationals with very diverse business units. - User privilege technology also allows you to decide which user types can assign and score screening and assessment questions and view the results. - You can establish User Groups to specify which users have access to particular requisition forms and communications templates. For example, one person or group might have access to an executive offer letter, while others would not. - You can limit access to search results by User Types and User Groups. - User Types can determine who can create job requisitions and route them for approval

Reference Number	Business Requirements	Vendor Response	Comments
JR 115.00	Provide the ability to create a Specimen and Story folder for an Exam that includes the following contents: move info to right into this section.	Kenexa Reports Software Customization	<p>should be automatically generated by the system as illustrated below.</p> <p><u>SPECIMEN FOLDER CONTENTS</u> EXAMINATION REQUEST (Personnel Action Request - PAR) CLASS SPECIFICATION JOB ANALYSIS REPORT BULLETIN / REBULLETIN SUSPENSE NOTICE, if applicable.</p> <p>SELECTION PLAN (Include the Following if Applicable) - Rating Standards - Interview Standards - Appraisal of Promotability Document - Performance Standards - Written Test Key Copies and reference to test ID</p> <p><u>SPECIAL RECRUITMENT EFFORTS</u> CANDIDATE NOTICE (Sample of all applicable notices) - Rejection Notice - Written Test Notice - Interview Notice - Notice of Results - Failure Notice - Special Notice - Performance Test Notice</p>
JR 115.00	<i>(continued)</i>	Kenexa Reports Software Customization	CGIAMS --LA County can create a specimen/story folder for any exam. These folders are stored in the Event/Exam Manager module. Information would need to be placed into the folder (e.g. reports) by LA County.

Reference Number	Business Requirements	Vendor Response	Comments
JR 115.00	<i>(continued)</i>	Kenexa Reports Software Customization	CGI-AMS -- AMS Talent Management does not support a Specimen or Story folder concept. The AMS Talent Management Exam Manager module which is part of the proposal could be used to house some of the information above. CGI-AMS assumes the County will collaborate on this requirement.
JR 116.00	Provide the ability to conduct investigations	Kenexa	Security parameters and access will be defined by the County. CGI-AMS -- AMS Talent Management will store the candidate data that has been acquired in the hiring process. The search technology in the system will enable the County to search for candidate data in support of a particular investigation. CGI-AMS assumes that there will be some specific workflows dedicated to investigations.
JR 94.05	Person requesting	Kenexa	
JR 94.06	Person authorizing	Kenexa	
JR 94.07	Text including questions	Kenexa	
JR 94.08	Weight of the test component	Kenexa	Weight of the test component is the outcome of the job analysis. See JR 2.00 - CGI-AMS -- AMS Talent Management has planned to handle the weight of the test questions as part of our product modifications.
JR 94.09	Reference to paper file	Kenexa	
JR 94.10	Link to electronic file	Kenexa	
JR 94.11	Persons responsible for testing process	Kenexa	
JR 94.12	Unique answer key number	Kenexa	
JR 94.13	Unique answer key	Kenexa	
JR 94.14	Score / pass / fail criteria	Kenexa	
JR 94.15	Matching answer keys (recorded in the same manner as the tests and there can be multiple keys to each test with valid dates and person authorizing)	Kenexa	
Additional Requirements			
JR 95.00	Allow recruitment for a position when there is no FTE or foreseeable FTE.	Kenexa	This provision should be in Position Control.

Reference Number	Business Requirements	Vendor Response	Comments
JR 96.00	Provide for a County-wide numbering scheme to sequentially produce requisition numbers.	Policy & Procedures	This provision should be in Position Control.
JR 97.00	Provide for a County-wide numbering scheme to sequentially produce bulletin numbers.	Policy & Procedures	This provision is part of JR 2.00 - CGI-AMS -- CGI-AMS will provide a numbering scheme to meet this requirement.
JR 98.00	Provide for a County-wide numbering scheme to sequentially produce the examination numbers of recruitments.	Policy & Procedures	
JR 99.00	Provide a job interest card system.	Kenexa	AMS Talent Management - - CGI-AMS -- CGI-AMS has not seen any write-up of the job interest card system. However, based on a summary understanding of the functionality, CGI-AMS believes that AMS Talent Management will replace the job interest card system.
JR 100.00	Provide capability for a Job Bulleting System (JBS).	Kenexa	AMS Talent Management - CGI-AMS -- CGI-AMS has only a summary understanding of the existing JBS system. However, CGI-AMS believes that AMS Talent Management will replace the JBS system.
JR 101.00	Allow the official site for the posting of jobs to be the web instead of the Wilshire site bulletin board.	Kenexa	This is a policy that may require a PPG and/or Ordinance revision. CGI-AMS -- AMS Talent Management provides for online posting of jobs which can serve as the official site if desired by the County. CGI-AMS will need to see a copy of the PPG and / or Ordinance to make a comment on that reference.
JR 102.00	Bulletins are public record and must be viewable by the public. The solution must limit filing to current County employees for Inter-Departmental Promotions (IPs) and further limit to a departments' employees for Departmental Promotions (DPs).	Kenexa	AMS Talent Management.

Reference Number	Business Requirements	Vendor Response	Comments
JR 103.00	Provide a display of a current bulletin when a replacement (re-bulletin) is under development. Additionally manage the replacement and current bulletin and retention (archival).	Kenexa	AMS Talent Management CGI-AMS -- AMS Talent Management will allow LA County to copy and re-post any bulletin. AMS Talent Management can manage re-bulletin of a current bulletin and / or retention (Archival). Though, because the re-bulletin is under development, LA County's exact requirements are unclear.
JR 104.00	Provide functionality for applications and resumes to be scanned and the information extracted to populate data tables.	Kenexa	A policy and procedure should be required for this provision. CGI-AMS --When candidates cut and paste entire resumes in English, leading to auto-extraction, the data extracted is 80% accurate – and then candidates are asked to edit their data to ensure complete accuracy. If candidates use BrassRing's Profile Builder, they are prompted to enter resume data on a field-by-field basis, so extraction is not invoked, and the only errors will be data entry errors made by the candidate. Customizing its application for LA County to access on-site will need to be addressed through the change notice process.
JR 105.00	The processing of candidates (accepted applicants) should be driven by the system according to the examination plan with little or no user intervention. Scoring of each test element is also required.	Kenexa	AMS Talent Management - CGI-AMS -- The processing of candidates will be driven via the system with little or no user intervention. This feature is part of the planned modifications for the LA County solution.
JR 106.00	Provide the ability to add Preference Points to a candidate's passing score.	Software Customization	Preference points are bonus points added to the total weighted score of candidates who successfully pass all test components. An example of preference points are those credited to Veterans. CGI-AMS -- Adding preference points for veterans to the final compute score is part of our planned product modifications for the LA County solution.
JR 107.00	Provide ability to have scan scoring	Kenexa	CGI-AMS -- This is provided as part of the core product.

Reference Number	Business Requirements	Vendor Response	Comments
JR 108.00	Provide ability to have proportional scoring	Software Customization	<p>System must be able to correctly compute scores from a test regimen consisting of multiple parts, multiple weights, and multiple areas of skill and knowledge as described in the example provided in the IAD and prototyping sessions.</p> <p>The score is then applied to the final examination grade.</p> <p>CGI-AMS -- Through existing AMS Talent Management functionality + product modifications this is accounted for in the current proposal.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 109.00	Provide graphical data display of portions of item analysis report.	Software Customization	<p>Graphical data should be able to be displayed in various format including: Bar Charts, Pie Charts, Distribution Charts, Matrixes and Statistical Line Graphs.</p> <p>CGI-AMS -- The system reports utilize the latest reporting technology and graphs are incorporated when appropriate. CGI-AMS assumes that if there is not a graph that exactly matches what the County current utilizes then the County will collaborate and evaluate available options with a pragmatic attitude. If the County desires a custom report then CGI-AMS assumes that the County will support the custom development by making relevant subject matter experts available during the requirements definition.</p> <p>Graphical data should be able to be displayed in various format including: Bar Charts, Pie Charts, Distribution Charts, Matrixes and Statistical Line Graphs.</p> <p>AMS Talent Management provides a number of graphical formats for use in reporting, including Bar Charts, Pie Charts, Distribution Charts, Matrixes and Statistical Line Graphs. The formats provided are standard in the industry today, and as such, no customizations have been proposed in this area. However, if the County determines that none of the provided formats meets its needs for some reason, the County can pursue a change order to request a specific customization.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 110.00	Provide a report generation tool in which various calculations can be inputted.	Software Customization	This requirement stems from the ability to program new statistical methods of computation for analyzing data when required by EEOC or deemed appropriate by professional psychometricians ethical work standards. CGI-AMS -- CGI-AMS tracks regulatory changes systematically and builds functionality to address those requirements. CGI-AMS assumes that the County will collaborate with the implementation team to evaluate available statistical measures in the system. The County acknowledges that regulatory compliance involves a number of legal interpretations and is its responsibility. CGI-AMS assumes that the County will provide in-house legal expertise to articulate and evaluate system configuration options during the implementation.
JR 111.00	Provide a banding rule application.	Report	This should be to accommodate alternate banding provisions as described on CSR 11.01c.
JR 112.00	Incorporate County decimal point determination policy	Kenexa	AMS Talent Management. CGI-AMS -- CGI-AMS assumes that the County will collaborate with the implementation team to describe, document, and evaluate the decimal policy. At current, CGI-AMS has estimated that the decimal policy will be addressed through the modifications.
JR 113.00	Allow examination auditing activities	Kenexa	Security parameters and access will be defined by the County. CGI-AMS -- Each exam with all of its activities, resources, and participants will be stored by the system.

Reference Number	Business Requirements	Vendor Response	Comments
JR 114.00	Provide adequate security.	Kenexa	<p>Security must address the following: CGI-AMS -- CGI-AMS assumes that the County will collaborate on an overall security policy as part of the implementation.</p> <p>a. Automatically restricting access of an examination analyst from records and system stored information related to an examination which the analyst has submitted an application. If an attempt is made to access examination record or information, a notification to the examination unit manager or supervisor is sent. CGI-AMS -- CGI-AMS needs further description of this requirement before we can respond to this requirement. Currently, AMS Talent Management cannot set security based on a particular requisition. If required, particular analysts can be excluded from individual exams or requisition teams.</p>
JR 114.00	<i>(continued)</i>		<p>b. The Personnel Officer or examination unit head must have the ability and authority to restrict access of an examination analyst when participation in an examination by a close relationship may jeopardize the fair administration of an examination. CGI-AMS -- see comment in "a" above.</p> <p>c. The system must have ability to create access groups with varying privileges, and ability to assign individuals to those groups. (Note: the rights and privileges may differ for each user department.) CGI-AMS -- provided by AMS Talent Management.</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 114.00	<i>(continued)</i>		<p>Exam Access Reports Provides Security report that lists internal users by each Exam. The displayed information to include user ID, user name, profile, phone number, email address, status (active or inactive), and user department.</p> <p>A. Must have refinement sorting options for each or combination of each of the following: 1. User department; 2. Status (active or inactive); 3. User profile – access group or level; 4. SSN; 5. Employee number;</p> <p>Exam Access Violation Reports. System must automatically restrict an Exam Analyst from accessing any record and system-stored information related to an exam for which the exam analyst has submitted an application.</p> <p>Report must denote when User (Exam Analyst) applied to an exam that they obtained access to Exam. This report should be e-mailed immediately to the Director of Personnel. CGI-AMS -- See discussion in "a" above.</p> <p>System Access Violation Report Must denote when an individual not identified as a User has accessed the application and database. Details forthcoming and to be review and approved by the County CIO Security Inform Distributed Monthly and On Request</p>

Reference Number	Business Requirements	Vendor Response	Comments
JR 115.00	Provide the ability to create a Specimen and Story folder.	Report	<p>should be automatically generated by the system as illustrated below.</p> <p><u>SPECIMEN FOLDER CONTENTS</u> EXAMINATION REQUEST (Personnel Action Request - PAR) CLASS SPECIFICATION JOB ANALYSIS REPORT BULLETIN / REBULLETIN SUSPENSE NOTICE, if applicable.</p> <p>SELECTION PLAN (Include the Following if Applicable) - Rating Standards - Interview Standards - Appraisal of Promotability Document - Performance Standards - Written Test Key Copies and reference to test ID</p> <p>SPECIAL RECRUITMENT EFFORTS CANDIDATE NOTICE (Sample of all applicable notices) - Rejection Notice - Written Test Notice - Interview Notice - Notice of Results - Failure Notice - Special Notice - Performance Test Notice</p>
JR 116.00	Provide the ability to conduct investigations	Kenexa	

Functional Category: eHR - Personnel Administration

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
General Requirements			
PA 1.00	The Personnel component will maintain and make available extensive information pertaining to each employee, including employee demographics and chronological history of employment.	Baseline	Advantage 3 HRM not store Historical Information (including CWTAPPS information) for the time prior to implementation.
PA 2.00	System must store and retrieve employee data in numerous individual and aggregate formats for such purposes as Employee Relations' negotiations, affirmative action, service awards, performance evaluations, employee suggestion program, FLSA and EEO-4 report	Report	Some information related to Employee Relations' negotiations and affirmative action will not be contained within Advantage 3 HRM., such as, employee grievances.
PA 3.00	System must allow the maintenance of an employee's data to be accomplished by all key departments that have the need and the security to review/edit this data.	Baseline	Security
PA 4.00	The system will insure that all data entry defaults comply with Civil Service Rules, Court Orders, State requirements, Federal requirements, Memorandums of Understanding (MOU's), and County Policies & Procedures.	Baseline	Many of these rules are standard across the industry and are therefore included in the baseline software. Additionally, the software is very configurable, so LA County specific logic can be controlled through table setup in many cases. In several cases, software customizations have been identified to comply with several specific LA County or California rules.
PA 6.00	System supports functionality for contract / temporary workers, volunteer workers, former employees, and other non-employees	Baseline	Position Control to create position for these employees For information that does not need to be tracked for these groups, but is required in eHR for standard employees, the County must set up 'default' values so that these non-employees can be established in the system.

Reference Number		Business Requirements	Vendor Response	Comments
PA	6.01	Hiring an employee into unclassified service	Baseline	The Sheriff's Department is not terminating an employee from their previous job - instead they are placing them on leave. The County Code provision for employee's that leave classified service to go into unclassified service says that the employee must resign/terminate/end their classified job to take the unclassified job. When the employee takes the unclassified job they have lost all civil service rights (which is why the job is unclassified). This includes the right to return to their previous job. In order to return to their previous job the employee must have it in a written agreement that they will be able to return to their previous job if the unclassified job (i.e. political opportunity) does not work out.
PA	7.00	For contract / temporary workers, system integrates with the appropriate contract defined in Contract Administration	Baseline	Position Control to create position for these employees based on the information defined in the contract
PA	8.00	Maintenance includes supporting requests from outside agencies regarding employment issues as well as for Retirement and COBRA needs.	Interface	
PA	9.00	Personnel Administration will be integrated with all components of the County ERP system including		
PA	9.01	Benefit Administration	Baseline	eHR is an integrated system, so all components share information as needed.
PA	9.02	Position Control	Baseline	eHR is an integrated system, so all components share information as needed.
PA	9.03	Applicant Tracking	BrassRing	eHR is an integrated system, so all components share information as needed.
PA	9.04	Job Requisitions	Baseline	eHR is an integrated system, so all components share information as needed.
PA	9.05	Payroll	Baseline	eHR is an integrated system, so all components share information as needed.
PA	9.06	Procurement	Baseline	eHR is integrated with eCAPS financial in several different areas, mainly driven by the Payroll Accounting interface.
PA	9.07	Financial information	Baseline	eHR is integrated with eCAPS financial in several different areas, mainly driven by the Payroll Accounting interface.

Reference Number	Business Requirements	Vendor Response	Comments
PA 9.08	Training	3rd Party Tool	eHR is an integrated system, so all components share information as needed. The County has decided to use an external training system rather than the training functionality within Advantage 3 HRM , so this integration will be accomplished through an interface.
PA 9.09	Compensation	Baseline	eHR is an integrated system, so all components share information as needed.
PA 10.00	System interfaces with the following:		
PA 10.01	Workers Compensation	Interface	
PA 10.02	Employee retirement system	3rd Party Tool	Module: Benefits; LACERA has access to CWTAPPS FOCUS Reporting Database which they use to pull data for their own means. 09/15/05 Additionally, the retirement information is passed from payroll to LACERA via interfaces.
PA 10.03	MAP	Software Customization	Recruitment Software
PA 10.04	DMV	Interface	
PA 10.05	Justice data interface	Interface	
PA 10.07	INS	Policy & Procedures	The County will check the INS information from the homeland security website
PA 10.08	Affirmative action	Current County System	
PA 10.09	AMA (license verification)	Interface	
PA 10.10	Department of Consumer Affairs (license verification)	Interface	
PA 10.11	Sheriff PPI system	Interface	
PA 10.12	Unemployment insurance	3rd Party Tool	Module: Benefits; DHR contracts with a Third-Party-Administrator to take care of this process.
PA 11.00	Integration with the Payroll component will provide for the sharing of basic employee information. Pay data will be shared between the systems for accurate tracking of employee compensation.	Baseline	eHR is an integrated system, so all components share information as needed.
PA 12.00	Integration with the Benefits component would provide that module with data specific to the benefit plans in which each employee is enrolled.	Baseline	eHR is an integrated system, so all components share information as needed.

Reference Number		Business Requirements	Vendor Response	Comments
PA	13.00	The Personnel component will share with the Position Control component specific data regarding positions, both vacant and filled, as well as various other categories. The Position Control component would provide for validations at the time of entry, part	Baseline	The Advantage 3 HRM Position Control will be the position control system for the County
PA	14.00	System assigns and tracks multiple restrictions and / or requirements to position (i.e., physical requirements / restrictions, licenses, fingerprinting, drug program, criminal history, Certifications, etc.).	Software Customization	
PA	15.00	System should provide that new hire or employee change data be edited against the position table for class and salary grade/pay level.	Baseline	When an employee is assigned to a position in eHR, the position data is inferred. Some of this information can be overridden on the employee as needed. Other items can be set so that the user cannot override what is included in the position.
PA	16.00	Personnel component will interface with every department, agency, union, and other entities by electronic means.	Baseline/ Interface	County entities (departments, etc.) can have access to the personnel information through the system based on security - no interface is required. For external entities, the information is typically shared via interface files.
PA	17.00	The system will provide an appropriate level of security such that confidential data is not readily available to those not qualified to receive it via report or view it via screen.	Baseline	SECURITY
PA	18.00	System should allow employee to designate address and contact information as available for release.	Baseline	Module: ESS
PA	19.00	System should provide for the creation of user-defined employee checklists for various processing activities such as new hire and separation.	Baseline	
PA	21.00	System should provide the ability to capture and report on employee turnover.	Report	
PA	22.00	System tracks employee turnover rate by:		Advantage 3 HRM tracks the fields listed in this section, so reports to calculate turnover rate based on this information can be developed.
PA	22.01	Gender	Report	
PA	22.02	ethnicity	Report	
PA	22.03	Appointment to class date	Report	
PA	22.04	Transfer	Report	
PA	22.05	Age	Report	
PA	22.06	Classification	Report	
PA	22.07	Probation release	Report	
PA	22.08	Termination	Report	

Reference Number		Business Requirements	Vendor Response	Comments
PA	22.09	ADA qualified	Report	IN TWO SCENARIOS: PA-NH-001 AND PA-TM-001; This information should be gathered at time of hire, also maintained, in order for it to be reported at termination. County is not going to use Advantage 3 HRM for disability
PA	22.10	Promotion	Report	
PA	22.11	Disciplinary release	Report	
PA	22.12	Resignation	Report	
PA	22.13	Department	Report	
PA	22.14	Bargaining unit	Software Customization	IN TWO SCENARIOS: PA-NH-001 AND PA-TM-001; This information should be gathered at time of hire, also maintained, in order for it to be reported at termination. The County has requested a modification to track bargaining unit on the Title.
PA	23.00	System should provide ability to designate any employee information data as “confidential” and restrict access accordingly through security.	Baseline	Security can be set up so that certain users cannot view employee information for employees in any department/unit other than those for which they have access.
PA	24.00	System should support the tracking of Employment Eligibility Verification (I-9s).	Baseline	The I-9 will be tracked as a license on using the License/Certification functionality in Advantage 3 HRM.
PA	25.00	Ability to link one position to another for the purpose of identifying superior/subordinate relationships for the purpose of ensuring that superiors always receive higher pay in accordance with MOU's.	Baseline	Positions can be linked using the reporting to functionality in Position Control. The County has decided to keep the current manual process of tracking superior/subordinate pay as there are currently less than 100 employees that receive this bonus.
PA	26.00	When an employee occupies more than one position, the system must provide the ability to designate one as primary	Policy & Procedures	Advantage 3 HRM designates one appointment as primary and the rest as secondary, tertiary, etc. The County has decided to utilize baseline processing (which does not systematically swap the primary and secondary appointments for an employee) rather than request a modification.

Reference Number		Business Requirements	Vendor Response	Comments
PA	27.00	System should allow for the tracking of variable probationary periods (e.g., for new hires, after promotions, for performance reasons) which are different from the standard for the job class and ensure that they are consistent with civil service rules	Software Customization	
PA	27.01	Time limits	Software Customization	
PA	27.02	Trigger when limit approaching	Report	
PA	27.03	System maintains multiple hire dates or adjusted service dates.	Software Customization	
PA	28.00	System maintains, control and reports on employees by special characteristics as defined by user	Report	This requirement refers to an existing FOCUS report.
PA	29.00	Provide support for recording and tracking of employment outside of the County	Policy & Procedures	County needs to establish policy
PA	30.00	Track student qualification status	Policy & Procedures	The qualification and test score validation can be performed on the JBRQ (Job Requirement Table). This would require a change in County business processes.
PA	31.00	System tracks an employee's health status such as physical restrictions or work limitations.	Current County System	County will continue to use the 3rd party software
PA	32.00	System tracks warrant recipient designation	Baseline	County has decided to store the information on the 2nd emergency contact of the EMER document and potentially attached a soft copy of the original document as an attachment in Advantage 3 HRM.
PA	33.00	System tracks students or other employees on work visas	Baseline	The County has decided to use LCNS page to track visas. A report indicating the number of employees whose visas or student status will expire in the coming month can be developed if necessary. The County has not decided if they want the report.
PA	34.01	Maintenance of personal data (name, address, W-4 information, marital status, emergency information, etc..)	Baseline	
PA	34.02	Configurable by the County with the appropriate security.	Baseline	Security and ESS Setup - can designate whether an employee can access ESS and what can be updated.
PA	34.03	Exit interviews	BrassRing	
PA	34.04	Enter and review the status of suggestions provided under the employee suggestion program	Cancelled	The County decided that this is no longer necessary

Reference Number		Business Requirements	Vendor Response	Comments
PA	34.05	The data the employee can change online may vary by department, organizational unit, employee group, etc. and other flexible, user defined criteria.	Baseline	This is a security concern related to 34.02
PA	34.06	When updating personal information, the system should inform the employee of the required supporting documentation and the process for submitting it (varies by organizational unit, employee group, etc.). The system should also support automated workflow	Baseline	This is a security concern related to 34.02
PA	35.00	Provide for notification of employees for various personnel events specified throughout the Human Resources requirements. Notification will be via County email, personal email, or letter.	Baseline	The County can setup workflow to send notification via email, letter
PA	36.00	System produces annual file for Social Security Administration for reconciliation of SSN's.	Report	Report: Historically 'payroll' has provided this report; get requirements from the Auditor-Controller and an example of the report
PA	37.00	System easily processes reorganization. Capabilities that must be included are:		
PA	37.01	Move organization units between higher level organization units	Software Customization	
PA	37.02	Combine organization units of the same level	Software Customization	
PA	37.03	Provide analysis capability for financial and position information that reflects both before and after the reorganization ("what if")	Software Customization	
PA	37.04	Provide history on all reorganizations	Software Customization	
PA	38.00	Reorganizations shall also update personnel, payroll, position control, budget, and financial information as appropriate once approved and accepted.	Software Customization	
PA	39.00	System should provide ability to reclassify positions and the individuals within those positions globally. System should maintain a history of all reclassifications.	Baseline	This was discussed and the County decided to manually change the title information on the ESMT if the title information is changed on a position record
PA	40.00	System should provide that new hire or employee change data be edited against the position table for class and salary grade/pay level.	Baseline	
PA	41.00	System should provide ability to record whether a position is eligible for telecommuting.	Baseline	Based on the position control. We could handle through Comments on PSMT, special position numbers, etc., if needed.

Reference Number		Business Requirements	Vendor Response	Comments
PA	42.00	System should provide ability to link the FLSA status to a position and provide the option to override the FLSA status through the employee assignment.	Baseline	The FLSA exempt/non-exempt ID is stored on the Title (tied to position) and the FLSA profile is stored on the Sub-title (tied to position). Both of these fields can be set up to be overridden at the employee record if needed.
PA	43.00	System should provide ability to maintain shift information (authorization for shift activity, percentage of hourly shift differential) associated with a position.	Baseline	HR-Admin is responsible for the 'percentage of shourly shift differential' as part of earnings code set up. Shift information is recorded in time collection. Authorization is part of the 'Pay Policy'. Time and attendance team has this from decision log
PA	43.00	System should provide ability to maintain shift information (authorization for shift activity, percentage of hourly shift differential) associated with a position.	Baseline	Modules: Time and Attendance/HR-Admin (EC.001)
PA	44.00	The system must support the approximate current volumes presented below plus annual growth of 10% for the next 10 years:	Baseline	Transaction/employee/processing volumes are covered in the Technical Specifications portion of the IAD.
PA	44.01	Employees - 200,000	Baseline	Transaction/employee/processing volumes are covered in the Technical Specifications portion of the IAD.
PA	44.02	Applicants per month - 50,000	BrassRing	
PA	44.03	New hires per month - 1,000	Baseline	Transaction/employee/processing volumes are covered in the Technical Specifications portion of the IAD.
PA	44.04	Personnel transactions per month - 50,000	Baseline	Transaction/employee/processing volumes are covered in the Technical Specifications portion of the IAD.
PA	44.05	Job classifications - 2,000	Baseline	Transaction/employee/processing volumes are covered in the Technical Specifications portion of the IAD.
PA	44.06	Bargaining units - 100	Baseline	Transaction/employee/processing volumes are covered in the Technical Specifications portion of the IAD.
PA	45.00	Employee data changes may be entered at any location as controlled by security	Baseline	
PA	46.00	Ability to enter multiple transactions with the same effective date with a user defined hierarchy.	Baseline	
PA	48.00	System will notify (email or letter) an the employee confirming personnel changes when this action is specified by the employee	Baseline	Module: Employee Self Service 09/27/05 The County has decided to have an workflow to notify employees
PA	49.00	System calculates critical dates based on the employee status and the effective date of the transaction (e.g., end of probationary period). User has the ability to define date driven events.	Software Customization	

Reference Number		Business Requirements	Vendor Response	Comments
PA	51.00	System prints personnel action notification forms based on user defined criteria with a user defined format	Report	
PA	53.00	System provides for effective dating of personnel transaction with approved future transactions when transactions are entered and the ability to define how far in advance transactions may be entered.	Baseline	
PA	54.00	System allows for multiple personnel actions for a single employee. At a minimum, the following transaction types must be supported:	Baseline	
PA	54.01	New Hire	Baseline	
PA	54.02	Emergency Hire	Baseline	
PA	54.03	Reemployment	Baseline	
PA	54.04	Retirement	Baseline	
PA	54.05	Discharge	Baseline	
PA	54.06	Rehire	Baseline	
PA	54.07	Reinstate	Baseline	
PA	54.08	Leave	Baseline	
PA	54.09	Promotion	Baseline	
PA	54.10	Demotion	Baseline	
PA	54.11	Transfer	Baseline	
PA	54.12	Family Medical Leave Act	Baseline	
PA	54.13	Suspension	Baseline	
PA	54.14	Termination	Baseline	
PA	54.15	Change of class	Baseline	
PA	54.16	Layoff	Baseline	
PA	54.17	User-defined	Baseline	Additional Personnel Action codes can be established by the County as needed.
PA	54.18	Step advance	Software Customization	
PA	54.19	Salary change	Baseline	
PA	55.00	The system will provide for multiple types of promotions. At a minimum, the following must be supported:	Baseline	
PA	55.01	Permanent promotion	Baseline	
PA	55.02	Special Salary Upgrade	Baseline	
PA	55.03	Probationary promotion	Baseline	
PA	55.04	Temporary promotion	Policy & Procedures	The baseline system can accommodate temporary promotions. The way temporary promotions will be handled will require a County Policy & Procedural change.

Reference Number	Business Requirements	Vendor Response	Comments
PA 56.00	Support the following capabilities for layoff processing	Report	
PA 56.01	Produce layoff list based on Civil Service Rule 19 (providing of cascading to prior job classes)	Report	
PA 56.02	Produce seniority lists (multiple)	Report	
PA 56.04	Generate COBRA letters	3rd Party Tool	Module: Benefits 09/15/05 - County decided to continue using their current Third Party Provider
PA 56.05	Generate re-employment list	BrassRing	
PA 56.06	Change status	Baseline	
PA 57.00	Process temporary promotions such that employee receives salary of new class and benefits of original class. Allow step increase in new class.	Policy & Procedures	The baseline system meets this requirement. The County will establish new policy and procedures to handle this situation.
PA 58.00	System allows transfers of an employee to another Department/Division and provides access to all historical data for the employee to the new organization	Report	Create a report for secondary job information just for the particular employee, that can be viewed by the primary job manager.
PA 59.00	System records requests from current employees who desire to transfer or change jobs.	BrassRing	
PA 60.00	System will provide for the addition of new employees along with their prior seniority and accumulation of benefits who are transferred from other non County agencies (e.g. County Fire Department and the annexation of other cities' Fire Departments).	Baseline	
PA 61.00	System provides seniority lists, computing seniority number by rank in accordance with Civil Service Rules, Court Orders, State requirements, Federal requirements and County Policies & Procedures.	Report	
PA 62.00	Seniority lists are based on multiple criteria with a variety of combinations:	Report	
PA 62.01	Department	Software Customization	Department Service Award Base Date or Next Department Service Award are fields to be added to Advantage 3 HRM.
PA 62.02	Role (ex: lifeguard, dispatcher, etc.)	3rd Party Tool	County will continue to use the 3rd party software
PA 62.03	When employee became a uniformed employee	Baseline	
PA 62.04	Employee's sworn date	Baseline	
PA 62.05	Promotion date	Baseline	
PA 62.06	Station date	Baseline	
PA 63.00	Seniority lists may be different than the layoff lists.	Current County System	Layoff lists will continue to be generated from WITS.
PA 64.00	System tracks historical tracking of Fire, Sheriff and other law enforcement badges by employee by badge number.	Baseline	
PA 65.00	System defines multiple separation codes:		Table Set-up: see current table in CWTAPPS
PA 65.01	Discharged:	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	65.02	For conduct	Baseline	
PA	65.03	For performance	Baseline	
PA	65.04	Other user defined	Baseline	
PA	65.05	Resignation:	Baseline	
PA	65.06	In lieu of discharge	Baseline	
PA	65.07	Voluntarily quit	Baseline	
PA	65.08	Personal	Baseline	
PA	65.09	Returned to school	Baseline	
PA	65.10	Marriage	Baseline	
PA	65.11	Disliked job	Baseline	
PA	65.12	Another job	Baseline	
PA	65.13	Move	Baseline	
PA	65.14	Deceased	Baseline	
PA	65.15	Retired	Baseline	
PA	65.16	Medical	Baseline	
PA	65.17	Salary - also capture salary and other employment information of new job	Baseline	Select Payroll number, Pay Class to select salary for an employee on ESMT
PA	65.18	Other user defined	Baseline	
PA	66.00	System has the ability to attach notes to payroll and personnel type transactions and/or fields	Baseline	Electronic documents can be attached to eHR documents as needed.
PA	67.00	System produces notices (paper / email / TTY) to employees with personal information (definable by department) and asking employee to verify data. Electronic notices provide a link to the proper web page. Notices may also be associated with Benefits Ope	Baseline	Advantage 3 HRM ESS module will allow the County to include Internet sites in the system for employees to get access to other sites.
PA	68.00	System provides on-line inquiry and update of Bargaining Unit file information such as:	Current County System	Module: Classification and Compensation
PA	68.01	Date created, modified and abolished	Current County System	Module: Classification and Compensation
PA	68.02	Amount and effective date of general and specific salary increase granted	Current County System	Module: Classification and Compensation
PA	68.03	Effective date of latest agreement	Current County System	Module: Classification and Compensation
PA	68.04	Articles changed in latest agreement	Current County System	Module: Classification and Compensation
PA	68.05	Reopen date	Current County System	Module: Classification and Compensation

Reference Number		Business Requirements	Vendor Response	Comments
PA	68.06	Termination date	Current County System	Module: Classification and Compensation
PA	69.00	System provides for the maintenance of representation unit data:	Current County System	Module: Classification and Compensation
PA	69.01	Unit organization name, address, telephone number, email	Current County System	Module: Classification and Compensation
PA	69.02	Bargaining Unit code	Current County System	Module: Classification and Compensation
PA	69.03	Union stewards	Current County System	Module: Classification and Compensation
PA	69.04	Bargaining Unit title	Current County System	Module: Classification and Compensation
PA	69.05	Union Representative name, address, phone	Current County System	Module: Classification and Compensation
PA	69.06	Certification date	Current County System	Module: Classification and Compensation
PA	69.07	Decertification date	Current County System	Module: Classification and Compensation
PA	69.08	Optional/mandatory deductions	Current County System	Module: Classification and Compensation
PA	69.09	Agency shop designation	Current County System	Module: Classification and Compensation
PA	70.00	System provides the ability to track qualifications and skills for employees	Baseline	
PA	71.00	Each employee may have an unlimited number of skills	Baseline	
PA	72.00	Skills and qualifications may be specified and stored for a job class, position, etc.	Baseline	
PA	73.00	Skill categories may also be used to designate special roles such as Emergency Contact for a particular area.	Baseline	Advantage 3 HRM System stores skill codes on the Competency Type (CMTP) table
PA	74.00	For each skill, the following information must be maintained:	Baseline	
PA	74.01	Skill code	Baseline	
PA	74.02	Skill description	Baseline	
PA	74.03	Experience level	Baseline	
PA	74.04	Last year used	Baseline	
PA	74.05	Last location used	Baseline	
PA	74.06	Proficiency level	Baseline	
PA	74.07	Effective date	Baseline	
PA	74.08	Expiration date	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	75.00	Skills inventory integrates with other areas of the personnel system to allow skill information to be used for various personnel functions, including:		
PA	75.01	New hires	BrassRing	
PA	75.02	Recruiting and applicant tracking	BrassRing	Information collected from an employee in the recruitment process WILL NOT BE transferred to the HR-Admin module. This information must be verified by the department once employment has begun.
PA	75.03	Transfers	BrassRing	
PA	76.00	Skills inventory integrates with payroll for the purpose of allowing payroll to calculate pay that is dependent on various skills	Report	The County team decided it was not necessary to have the payroll process handle this requirement and that a report was deemed sufficient.
PA	77.00	System tracks the following data for an employee:	Baseline	
PA	77.01	License / certificate code	Baseline	
PA	77.02	License certificate name	Baseline	
PA	77.03	Date of license / certificate	Baseline	
PA	77.04	Expiration date of license / certificate	Baseline	
PA	77.05	Cost reimbursement	Baseline	Cost Reimbursement information can be tracked on the Employee Training Profile Document (ETRP)
PA	78.00	System maintains a table of licenses, certifications, and Continuing Professional Education (CPE) units required for each job in the County	Software Customization	Module: Position Control 09/14/05
PA	79.00	System tracks multiple licenses and certifications held by each employee	Baseline	
PA	81.00	System maintains central date information by employee for license and certification expiration and renewal.	Baseline	
PA	82.00	System provides a report at flexible, user defined timeframes prior to license / certification expiration. Timeframe is definable by license and certification type / code.	Report	
PA	83.00	Employees and supervisors are notified (at a user definable time frame definable by license / certification code) of upcoming license / certification expiration. Employees and supervisors are also provided information on upcoming training sessions to mai	Report	Training will be handled through LMS.
PA	84.00	Employees are able to query to see when their licenses and certifications expire.	Software Customization	

Reference Number		Business Requirements	Vendor Response	Comments
PA	85.00	System provides ability to indicate if the certification has been validated, date validated, and by whom	Policy & Procedures	As enforced by the Department of Homeland Security, the Immigration Reform and Control Act requires that all employers verify employment eligibility for employees hired to work after November 6, 1986. Form I-9 is the document that must be completed, processed (through SSA) and retained as validating reference for all employees including U.S. citizens. Currently, CWTAPPS (screen EEI9) replicates the structural and processing essence of Form I-9 with the acceptable documents and document categories programmed into the system fields. This exact replication allows the system to validate acceptable entries and reject those of an erroneous nature while reporting on expiring documents required to be updated. The baseline system meets the requirement. The County will have to update it's policy and procedures for identifying validations.
PA	97.00	System must support a comprehensive service award program	Software Customization	Add service award dates in the Advantage 3 HRM system so that departments can report based on the service award date.
PA	98.00	System must support service awards based on criteria that are unique between the County and Departments	Software Customization	Add service award dates in the Advantage 3 HRM system so that departments can report based on the service award date.
PA	99.00	System provides tickler reports for forthcoming service awards.	Report	This is an existing CWTAPPS report.
PA	100.00	System tracks an employee's receipt of a service award.	Software Customization	
PA	101.00	Service Award must support service award by various measures, including:	Software Customization	Advantage 3 HRM will store Service Award Date, Next Service Award Date, Department Service Award Date, and Next Department Service Award Date, but these dates will not have any automatic functionality.
PA	105.00	System tracks Equal Employment Opportunity job categories, not to be limited to the following:	Baseline	
PA	105.01	Officials/administrators	Baseline	
PA	105.02	Professionals	Baseline	
PA	105.03	Technicians	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	105.04	Protective service	Baseline	
PA	105.05	Para-professionals	Baseline	
PA	105.06	Administrative support	Baseline	
PA	105.07	Skilled craft	Baseline	
PA	105.08	Service/maintenance	Baseline	
PA	105.09	Federal reporting requirement job categories	Baseline	
PA	105.10	County Affirmative Action job categories	Baseline	
PA	114.00	System provides federal government reporting requirements (i.e. EEO-4, Affirmative Action).	Baseline	
PA	115.00	System triggers an evaluation a user-definable (by department / class / item / etc.) days prior to due date based on:	Report	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA	117.00	System integrates with MAP, the management appraisal system	Offline Process	Baseline Advantage 3 HRM meets the requirement as stated. MAP employees, salaries, title, etc., can be established within Advantage 3 HRM. The County would like an automated process to update salary increases. An offline process will be developed to automate salary increases based on the new MAP policies being developed by the County (not current County functionality).
PA	119.00	System allows overrides to evaluation dates	Baseline	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA	120.00	System tracks probationary periods for performance evaluations.	Baseline	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA	121.00	System provides notices to departments for personnel evaluations not received.	Report	

Reference Number		Business Requirements	Vendor Response	Comments
PA	122.00	System allows statistical reporting on performance evaluations.	3rd Party Tool	These will be generated in the County PE system. Reports could be generated in Advantage 3 HRM before the County PE System is up running.
PA	123.00	System provides for and tracks improvement needed performance situations and triggers follow-up at user defined interval	Report	
PA	124.00	System links performance evaluations to step advance.	Software Customization	The County has requested a modification to tie step advances to the performance evaluation information stored in Advantage 3 HRM.
PA	125.00	System edits performance evaluation data to ensure all required information is provided	Baseline	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA	126.00	System provides option of completing performance evaluations using online (internet enabled) documents	3rd Party Tool	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA	127.00	Provide ability to supplement standard performance evaluation forms (online and printed) with user defined information based on class, dept, etc.	3rd Party Tool	County PE System
PA	128.00	System provides multi-step approval/workflow for review and approval of performance evaluations	Baseline	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA	131.00	Provide ability to link compensation to performance evaluation	Software Customization	The County has requested a modification to tie step advances to the performance evaluation information stored in Advantage 3 HRM.

Reference Number	Business Requirements	Vendor Response	Comments
PA 132.00	Maintain history of all performance evaluations	Baseline	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA 133.00	System enforces Rule 6.60 where performance evaluations cannot be finalized if there are outstanding grievances outstanding relating to the performance evaluation.	3rd Party Tool	The County will use the Performance Evaluation capabilities of Advantage 3 HRM. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage 3 HRM system.
PA 145.00	Provide for flexible report generation to support investigation, litigation, etc.	Report	This will be handled through the County's Performance Management System tool.
PA 152.00	The departments would input the information for their budget units only. Human Resources will review/approve/disapprove.	3rd Party Tool	County PE System
PA 153.00	The system provides retirement plan visibility so that department will know if a medical release is possible.	Baseline	Retirement Plan information is available to authorized users through the employee benefits information if needed.
PA 168.00	System must provide strict security and comply with regulatory and County guidelines for data confidentiality.	Baseline	
PA 189.00	System produces the OSHA-300 reports.	Current County System	This will be handled through the County's OHP system.
PA 190.00	System allows employees to enter Workman's Comp claims	Current County System	CAO manages it with a stand alone system called Gen Comp
PA 191.00	System provides list of providers for Worker's Comp referral	Current County System	CAO manages it with a stand alone system called Gen Comp
PA 192.00	System interfaces with payroll for processing employees receiving workers' compensation, recognizing pay rules for Temporary Disability payments, post 231 salary continuation, etc.	Software Customization	Time & Attendance modification
PA 193.00	System reports worker's compensation data required by the State of California.	Current County System	CAO manages it with a stand alone system called Gen Comp
PA 194.00	System tracks costs of workers compensation claims and modifications made	Current County System	CAO manages it with a stand alone system called Gen Comp
PA 198.00	System tracks actions taken in response to accidents and assessments	Baseline	
PA 199.00	System tracks accident history by employee of the following data elements:	Baseline	
PA 199.01	Date and time of injury	Baseline	
PA 199.02	Expected date of return	Baseline	
PA 199.03	Flag if on restricted duty	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	199.04	Name and job title of injured worker	Baseline	
PA	199.05	Actual date of return to work	Baseline	
PA	199.06	Date restricted duty should end	Baseline	
PA	199.07	Lost time hours	Baseline	
PA	199.08	Cost of time lost	Baseline	
PA	199.09	Type of restriction	Baseline	
PA	201.00	The departments would be able to view both the guest (new budget unit) and the home (old budget unit) for their budget units only (in reference to the ERTW program).	Software Customization	Include info on Position Control Borrow/Loan mod.
PA	202.00	The system provides retirement plan visibility so that department will know if a medical release is possible.	Baseline	
PA	211.00	System provides an Employee Profile Screen (s) which defines <u>all key fields</u> associated with an employee such as:		
PA	211.01	Employee name	Baseline	
PA	211.02	Demographic data	Baseline	
PA	211.03	Position data	Baseline	
PA	211.04	Benefit plan participation	Baseline	Module: Benefit; Interface w/benefit selection from Benefits module whether ee' has selected Flex, MegaFlex, Options Choices 09/15/05
PA	211.05	Salary data	Baseline	
PA	211.06	Classification data	Baseline	
PA	211.07	Beneficiaries	3rd Party Tool	Module Benefits: Information should not be held in Adv. Per Jim Ross 09/15/05. County will continue to use current third party provider.
PA	211.08	Bargaining Unit	Baseline	
PA	211.09	Workers' compensation status	Current County System	Addressed elsewhere in requirements (Worker's Comp. section) does not belong in this grouping, see requirement 189.00
PA	212.00	System tracks employee history on:		
PA	212.01	Position Classification changes	Baseline	
PA	212.02	Salary changes	Baseline	
PA	212.03	Status changes	Baseline	
PA	212.04	Demographic changes	Baseline	
PA	212.05	Payroll data	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	212.06	Benefit elections	Baseline	Module: Benefit; Interface w/benefit selection from Benefits module whether ee' has selected Flex, MegaFlex, Options Choices 09/15/05
PA	212.08	Badge number / employee ID badge number/ Employee ID Card	Baseline	The County decided that the deleted items were not necessary.
PA	212.09	Employee photos	Baseline	Advantage 3 HRM allows store pictures as an attachment
PA	213.00	System provides on-line inquiry and tracks the date of inquiry of all salary history for all employees.	Baseline	
PA	214.00	System tracks application date and status of short term disability and of long term disability.	Current County System	CAO houses in Gen-Comp system
PA	215.00	The system will provide for online access to all employee data with appropriate security.	Baseline	
PA	216.00	System provides search function for employees by name, by Social Security Number.	Baseline	
PA	217.00	System should provide ability to access information in the employee information table(s) by:	Baseline	
PA	217.01	Employee name	Baseline	
PA	217.02	Employee number	Baseline	
PA	217.03	Position number	Report	The position number is not one of the standard search fields on the Activity Folder pop-up search windows. However, database tables can be searched (through reports/SQL) by position number if needed.
PA	217.04	Organization	Baseline	
PA	217.05	Accounting/Sort Code	Report	The accounting info is not one of the standard search fields on the Activity Folder pop-up search windows. However, database tables can be searched (through reports/SQL) by employee accounting information if needed.
PA	217.07	Class code	Baseline	The class code is not a field in Advantage 3 HRM. It will be stored as (occupational group). However, the information can be searched by Title, etc. or by a report
PA	217.08	Location	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	217.09	Race	Report	The Race is not one of the standard search fields on the Activity Folder pop-up search windows. However, database tables can be searched/linked (through reports/SQL) by employee race information if needed.
PA	217.10	Ethnicity	Report	The Ethnicity is not one of the standard search fields on the Activity Folder pop-up search windows. However, database tables can be searched/linked (through reports/SQL) by employee ethnicity information if needed.
PA	217.11	Sex	Report	The Sex is not one of the standard search fields on the Activity Folder pop-up search windows. However, database tables can be searched/linked (through reports/SQL) by employee sex information if needed.
PA	219.00	System will include a flexible report writing capability that will allow reports to be formatted easily by user personnel	Report	
PA	220.00	Standard reports will include selection criteria based on such data items as employee class, status, organization, etc. These must be available without modifying the standard report.	Report	
PA	222.00	Generate performance evaluation reports on a user defined frequency with the following information:	Report	
PA	222.01	Budget unit (department, division, section)	Report	
PA	222.02	Classification	Report	
PA	222.03	Type of evaluation	Report	
PA	222.04	Employee name	Report	
PA	222.05	Employee number	Report	
PA	222.06	Last appointed classification date	Report	
PA	222.07	Due date for the evaluation	Report	
PA	224.00	Six month Performance Level report	Report	This is an existing CWTAPPS report.
PA	226.00	System will generate various reports for new hires: numbers, department, classifications, etc.	Report	This is an existing CWTAPPS report.
PA	227.00	The System should have the ability to maintain at least the following minimum information on the Employee's Master File.	Baseline	
PA	227.01	Employee name	Baseline	
PA	227.02	Employee number	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
PA 227.03	Social Security number	Baseline	
PA 227.04	Maiden/former name/aliases/nicknames	Baseline	
PA 227.05	Birth date	Baseline	
PA 227.06	Prior Social Security number	Baseline	
PA 227.07	Home address, city, state, zip	Baseline	
PA 227.08	Home telephone number	Baseline	
PA 227.09	Home email address	Baseline	
PA 227.10	County email address	Baseline	
PA 227.11	Work address, city, state, zip	Baseline	
PA 227.12	Work telephone number	Baseline	
PA 227.13	EEO code	Baseline	
PA 227.14	Race	Baseline	
PA 227.15	Ethnicity	Baseline	
PA 227.17	Work site	Baseline	Work site will be maintained in the Work Location field in Advantage 3 HRM.
PA 227.18	Pay location	Baseline	
PA 227.19	Mail address, city, state, zip	Baseline	
PA 227.20	Employee ID badge number	Baseline	
PA 227.21	Sheriff/Fire badge number	Baseline	
PA 227.22	Equipment issued to employees:	Baseline	
PA 227.23	Badges	Baseline	
PA 227.24	Guns	Baseline	
PA 227.25	Vehicles	Baseline	
PA 227.26	Bargaining Unit	Baseline	Table: Stored at the item level
PA 227.27	County Employee Spouse	Baseline	The spouse can be tracked through the employee's Dependent information.
PA 227.28	Emergency contact name	Baseline	
PA 227.29	Budget Unit	Baseline	
PA 227.30	Original service/hire date	Baseline	
PA 227.31	Emergency. contact relationship	Baseline	
PA 227.32	Employee status	Baseline	Table set-up; see scenarios for terminations, new hires, promotions, demotions
PA 227.33	Current service/hire date Latest Hire Date	Baseline	
PA 227.34	Emergency telephone #	Baseline	
PA 227.35	Marital status	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	227.36	LTD Pay Periods	Software Customization	
PA	227.37	Promotion dates	Baseline	
PA	227.38	Job classification code and title	Baseline	Table set-up; see scenarios for terminations, new hires, promotions, demotions
PA	227.39	Facilities number	Baseline	That will be worksite field Worksite will be concatenated with the work location field
PA	227.40	FLSA category	Baseline	
PA	227.42	Payroll distribution number	Baseline	Pay Location or Payroll Number
PA	227.43	Department/Division	Baseline	
PA	227.44	Position control number	Baseline	
PA	227.45	Termination date	Baseline	
PA	227.46	Prior position	Baseline	
PA	227.47	Prior position effective date	Baseline	
PA	227.48	Annual Leave Plan Code	Baseline	Leave Policy Code
PA	227.49	Current position	Baseline	
PA	227.50	Current position effective date	Baseline	
PA	227.51	Benefits codes	Baseline	The employee's benefit policy, as well as his or her benefit plan enrollment information is available.
PA	227.52	All salary information	Baseline	
PA	227.53	All salary info effective dates	Baseline	
PA	227.57	Immigration Status (I9)	Baseline	
PA	227.58	Maintain Links To Assigned County Assets	Report	
PA	227.59	Disability tracking	Baseline	County has decided not to use the baseline functionality
PA	227.60	Termination reason	Baseline	
PA	227.61	Termination code	Baseline	
PA	227.62	Family care leave (Federal & State)	Baseline	
PA	227.63	Mileage pernitee tracking:	Baseline	
PA	227.64	Drivers license number	Baseline	
PA	227.65	Drivers license expiration date	Baseline	
PA	227.66	Insurance certificate	Baseline	
PA	227.71	Termination reason	Baseline	
PA	227.72	Termination code	Baseline	
PA	227.73	Gender	Baseline	
PA	227.74	Approved AWOP	Baseline	
PA	227.75	The system tracks at least the following data on each employee	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
PA 227.76	Undergraduate degree(s)	Baseline	
PA 227.77	Graduate degree(s)	Baseline	
PA 227.78	Total college units (credit hours) by year	Baseline	
PA 227.79	College(s) attended	Baseline	
PA 227.80	High school certificate	Baseline	
PA 227.81	Classes attended	Baseline	
PA 227.82	Courses attended	Baseline	
PA 227.83	Classes enrolled in	Baseline	
PA 227.84	Courses enrolled in	Baseline	
PA 228.00	The system is able to attach scanned images such as degree and other certificates to the employee's educational information.	Baseline	
PA 229.00	System maintains multiple categories of employee status such as:	Baseline	
PA 229.01	Monthly Permanent	Baseline	
PA 229.02	Monthly Recurrent	Baseline	
PA 229.03	Hourly recurrent	Baseline	
PA 229.04	Daily as needed	Baseline	
PA 229.05	Daily recurrent	Baseline	
PA 229.06	Hourly as needed	Baseline	
PA 229.07	Per visit	Baseline	
PA 229.08	Per clinic visit	Baseline	
PA 229.09	Per consultation	Baseline	
PA 229.10	Per session	Baseline	
PA 229.11	Monthly temporary	Baseline	
PA 229.12	Monthly temporary training	Baseline	
PA 229.13	Monthly permanent 1/5 time	Baseline	
PA 229.14	Monthly permanent 1/3 time	Baseline	
PA 229.15	Monthly permanent 3/5 time	Baseline	
PA 229.16	Monthly permanent 1/4 time	Baseline	
PA 229.17	Monthly permanent 2/5 time	Baseline	
PA 229.18	Monthly permanent 5/8 time	Baseline	
PA 229.19	Monthly permanent 5/16 time	Baseline	
PA 229.20	Monthly permanent 1/2 time	Baseline	
PA 229.21	Monthly permanent 2/3 time	Baseline	
PA 229.22	Monthly permanent 3/4 time	Baseline	
PA 229.23	Monthly permanent 4/5 time	Baseline	
PA 229.24	Telecommunicating	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
PA	229.25	Paid as a County Officer under common law rule that the salary is an incident of the office	Baseline	
PA	229.26	Monthly permanent grant-funded to be terminated upon expiration of grant	Baseline	
PA	229.27	Monthly Permanent 9/10 Time - assigned to 24-hour patient care facility in the Department of Health Services and requiring a California License to practice as a Registered Nurse	Baseline	
PA	229.28	Union Hiring Hall Employees	Baseline	
PA	230.00	System maintains and reports at least the following attendance data:	Baseline	HR-Admin is responsible for accruing the leave balances; Time and Attendance is responsible for reporting the use of such time; also remember Reporting requirements
PA	230.01	Absences by date	Report	This is an existing CWTAPPS report.
PA	230.02	Absences by type	Report	This is an existing CWTAPPS report.
PA	230.03	Leave status	Baseline	
PA	230.04	Medical / Sick	Baseline	
PA	230.05	AWOL	Baseline	
PA	230.06	Overtime paid	Baseline	
PA	230.07	Suspension	Baseline	
PA	230.08	AWOP	Baseline	
PA	230.09	Overtime earned	Baseline	
PA	230.10	Workers' compensation	Baseline	
PA	230.11	Industrial Injury	Baseline	
PA	230.12	Sick leave hours	Baseline	
PA	230.13	Compensatory time taken	Baseline	
PA	230.14	FMLA	Baseline	
PA	230.15	% sick	Baseline	
PA	230.16	Short term disability	Baseline	
PA	230.17	Compensatory time paid	Baseline	
PA	230.18	Other	Baseline	
PA	134.00 - 1	Grievances	Interface	interface with Grievance database
PA	142.00-15	Disciplinary Actions	Interface	Interface with Appeals Unit
PA	161.00-16	Discrimination/Legal Actions	Interface	Interface with appropriate county entity to provide informaiton from Advantage 3 HRM that is necessary in these processes
PA	232.00	Status of Commercial Drivers License including license number, date of pull notice, date of last medical, date of expiration, comments field	Report	
		Additional Requirements		

Reference Number		Business Requirements	Vendor Response	Comments
PA	233.00	The system must automatically generate employee numbers.	Baseline	This is included in the 3.6 release. The County may be interested in a different sequence of numbers for 'non-county individuals', e.g. volunteers, contract/registry workers. If this is followed up (see HR-008) it would require a modification to Advantage 3 HRM.
PA	234.00	Currently CWTAPPS stores Exam Number, Exam Type, Band, and Score. For tie-breaker in WFR, the County needs the Exam Number, Exam Type, Band, and Score to determine which employee gets laid off first	Baseline	Recruitment/AMS Advantage Talent Management
PA	235.00	Provide for an On Item Date.	Software Customization	
PA	236.00	Provide for Time in Grade information for Workforce Reduction.	Software Customization	Per the executive committee meeting on 4/10/06 Advantage 3 HRM will be modified to add this date as a place holder.
PA	237.00	Provide for a Super Seniority field to assist with WFR processing.	Software Customization	Develop a new field in Advantage 3 HRM called "Super Seniority". This field will be a "Y" (Yes) or "N" (N) flag. The super seniority field should not be a required field.
PA	238.00	Provide functionality for an 'exception flag'.	Software Customization	Modify Advantage 3 HRM to add the Exception Status field.
PA	239.00	Provide sequence number and cycle number fields for use in workforce reduction and for the re-employment process.	Software Customization	Develop a modification to the Advantage 3 HRM HRM application to include two new fields, the Sequence and cycle number for employees who are impacted and qualify to be placed on the reemployment list. The sequence number will be an eight character numerical field possibly on the ESMT that places the person on the correct seniority on the reemployment list. The cycle is also an eight character numerical field possibly on the ESMT that is the date the person was impacted.
PA	240.00	Provide a place to store the Continuous Service Date.	Software Customization	This field will be added to Advantage 3 HRM as a placeholder. While this field was automatically determined and entered by CWTAPPS it will be entered and maintained manually in Advantage 3 HRM. Its functionality with regards to establishing leave accruals will remain in place - see leave module modifications and scenarios for further information.

Reference Number		Business Requirements	Vendor Response	Comments
PA	241.00	Prevent entering data for an employee who is less than 16 years of age.	Report	Advantage 3 HRM believes that Recruitment/Personnel should be aware of the applicant's birthday before their information is inputted into the system. Therefore they view the need for a warning message is unnecessary. However the County will submit report requirements to Advantage 3 HRM to produce a report showing employees with birthdays less than 16.
PA	242.00	Provide places to store the following information (tied to the Item): 1. Natural Class 2. Function Code 3. Physical Demand Code 4. Continuing Education Hours Requirement 5. Benchmark Indicator	Software Customization	Add the following fields to the TITL table - Natural Class, Function Code, and Benchmark Indicator. Also add the following fields to the Job Requirements table - Physical Demand Code and Continuing Education Hours Requirement.
PA	243.00	Provide the capability to track the entry date of the transaction.	Baseline	The County has decided to use the ESML page in Advantage 3 HRM to use historical employee Information
		Classification Additional Requirements		
Class	246.0	Provide the ability to tie each Item directly to its associated Bargaining unit.	Software Customization	
Class	247.0	Provide the ability to track the status of the Item on the Item record	Baseline	The status will be tracked as a part of the Title description.
Class	248.0	Provide the ability to track multiple prior Item numbers and descriptions on a given Item record so that they can be tied together.	Software Customization	
Class	249.0	Provide a report on new allocations	Report	

Functional Category: eHR - Personnel - Compensation

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
General Requirements			
CO 1.00	Allows separate schedules to be maintained by job classification and bargaining unit.	Baseline	Separate work schedules can be identified for each employee and assignment (i.e. job), allowing separate schedules to be maintained by job class.
CO 2.00	Maintains effective dates for salary data to allow for future pay adjustments	Baseline	
CO 3.00	Retains previous salary and hours data and effective dates for use when calculating retroactive pay adjustments	Baseline	Note that data prior to conversion to eHR will not be available in eHR for automated retroactive processing.
CO 4.00	System provides salary data for user defined employee groups.	Baseline	Demonstrated search criteria that allows a user to select certain employees during End to End prototyping demonstration
CO 5.00	Maintains salary tables with the following types of programs :		
CO 5.01	Salary range structure (minimum / control points (mid, quartile, etc.) / maximum structure).	Baseline	Note that the County made the decision to use the baseline eHR tables rather than developing a modification for MAPP quartiles. The County has also requested several related reports and batch update processes.
CO 5.02	Salary schedules with steps within schedule (unlimited steps)	Baseline	The PPRT table allows for step codes up to 99999, using a combination of alpha and numeric characters.
CO 5.03	Special salary schedules: steps defined by classification.	Baseline	The steps are tied to grade, which in turn is tied to title (classification).
CO 5.04	Physician salary schedule	Baseline	The physician schedule can be stored on the same eHR table (for steps, pay rates) as the other County salary schedules
CO 6.00	Base rate can be recorded in the following ways:	Baseline	
CO 6.01	Per annum	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
CO	6.02	Per month	Software Customization	The County will move from a monthly to a semi-monthly pay cycle with the implementation of eHR. Therefore, salaries will no longer be stored as monthly amounts. However, the County has requested a modification to allow the system to display monthly salary amounts based on the stored semi-monthly rates.
CO	6.03	Per day	Baseline	
CO	6.04	Per hour	Baseline	
CO	6.05	Per session	Baseline	Pay can be recorded 'per unit' in eHR, and a session can be represented by a unit.
CO	6.06	Per visit	Baseline	Pay can be recorded 'per unit' in eHR, and a visit can be represented by a unit.
CO	7.00	Additional pay is coded in the following ways:	Baseline	
CO	7.01	Flat rate	Baseline	
CO	7.02	Percentage of base	Baseline	
CO	7.03	Based on other combinations of base rate and additional pay	Baseline	The component setup on PPET can be used to generate a rate of pay that is a combination of base, flat dollars, and percentages of base as needed.
CO	7.04	Overridden amounts (user entered)	Baseline	Various eHR documents allow for rate overrides or for flat dollar amount payments to be entered for the employee.
CO	7.05	Per hour	Baseline	
CO	7.06	Schedule and level bonus (pays on a different schedule and/or level)	Software Customization	Advantage 3 HRM currently allows for amount or rate/percent bonuses, while also allowing for Grade (schedule/level) and step overrides. However, the County would also like to pursue an additional modification to mimic the current process.
CO	8.00	Supports the ability to generate additional pay based on circumstances as follows:		These can all be set up as bonuses on the employee record.
CO	8.01	Pay type	Baseline	
CO	8.02	Organization code	Baseline	
CO	8.03	Work location	Baseline	
CO	8.04	Position	Baseline	
CO	8.05	County classification	Baseline	
CO	8.06	Duties performed	Baseline	
CO	8.07	Shift worked	Baseline	
CO	8.08	Skills and certificates	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
CO	8.09	Current base pay step	Baseline	
CO	8.10	Paid during extended leave	Baseline	If the employee remains on exception pay status, Advantage 3 HRM can pay him or her without a timesheet if necessary.
CO	8.11	Superior/subordinate pay differentials	Baseline	This bonus is set up on the employee record as a dollar amount, so it is covered by baseline. The County would like a report to track employees receiving this bonus.
CO	8.12	Time in classification	Offline Process	Advantage 3 HRM handles longevity bonuses (manually tracked and assigned on the employee record) as the County does currently. However, the County has requested an estimate for a batch process to monitor and assign these bonuses.
CO	8.13	Time & attendance	Baseline	Timesheet events can be established to automatically generate additional pay as they are entered. Additionally, items such as FLSA premium are generated based on time & attendance information.
CO	8.14	Status of any other variable as of a particular date (ex - work location 2 years ago)	Baseline	Since Advantage 3 HRM is a timeline maintained system, prior information can be used to select employees for payments as needed.
CO	10.00	Provides analysis of compensation by dept. / budget / division / class / Chart of Account field:	Current County System	CAO Compensation System will remain in place
CO	10.01	Salary	Current County System	CAO Compensation System will remain in place
CO	10.02	County contributions to Benefits	Current County System	CAO Compensation System will remain in place
CO	10.03	County contributions to retirement (including ability pre-payment of County portion and allocation of County costs to appropriate period)	Current County System	CAO Compensation System will remain in place
CO	11.00	System projects annual salary (gross and net) and benefit costs for the year for all Bargaining Units:	Current County System	CAO Compensation System will remain in place
CO	11.01	By Person	Current County System	CAO Compensation System will remain in place
CO	11.02	By Organizational Unit	Current County System	CAO Compensation System will remain in place
CO	11.03	By other Chart of Account field	Current County System	CAO Compensation System will remain in place

Reference Number		Business Requirements	Vendor Response	Comments
CO	11.04	By Bargaining Unit	Current County System	CAO Compensation System will remain in place
CO	11.05	By Class	Current County System	CAO Compensation System will remain in place
CO	12.00	System projects costs for future fiscal years or specific time periods, assuming variable user specified increases in salary and benefits; and time frames.	Current County System	CAO Compensation System will remain in place
CO	13.00	System must have the ability to change or model any cost factor so that comprehensive forecasts can be generated and reported.	Current County System	CAO Compensation System will remain in place
CO	14.00	System must be able to provide actual costs and benefits of each employee including regular salary and wages, incentive pay, and all County paid costs. System must also be able to sort and report all cost by the various groups such as bargaining unit, department, fund, budget unit, and other COA field.	Report	
CO	15.00	System assesses the impact of union proposals by accessing the amount of all payment and benefit provisions. Costs should be provided by various sorts (total, organization, etc.) and show individual benefit costs and totals by benefit type.	Current County System	CAO Compensation System will remain in place
CO	15.01	Base pay	Current County System	CAO Compensation System will remain in place
CO	15.02	Overtime	Current County System	CAO Compensation System will remain in place
CO	15.03	Call back	Current County System	CAO Compensation System will remain in place
CO	15.04	Schedule and step bonuses	Current County System	CAO Compensation System will remain in place
CO	15.05	Sick	Current County System	CAO Compensation System will remain in place
CO	15.06	Clothing allowance	Current County System	CAO Compensation System will remain in place
CO	15.07	Leave (all types)	Current County System	CAO Compensation System will remain in place
CO	15.08	Shift differential pay	Current County System	CAO Compensation System will remain in place
CO	15.09	Premium pay	Current County System	CAO Compensation System will remain in place
CO	15.10	Education allowance	Current County System	CAO Compensation System will remain in place

Reference Number		Business Requirements	Vendor Response	Comments
CO	15.11	Retirement	Current County System	CAO Compensation System will remain in place
CO	15.12	Cafeteria plans	Current County System	CAO Compensation System will remain in place
CO	15.13	Savings plan	Current County System	CAO Compensation System will remain in place
CO	15.14	SDI	Current County System	CAO Compensation System will remain in place
CO	15.15	Standby pay	Current County System	CAO Compensation System will remain in place
CO	15.16	Other special allowances (ex - dispatcher briefing time of 15 minutes per shift in Fire Department)	Current County System	CAO Compensation System will remain in place
CO	16.00	Compensation should be integrated with the following LACAS components:	Baseline	eHR is an integrated system, so all components share information as needed.
CO	16.01	Personnel Administration	Baseline	eHR is an integrated system, so all components share information as needed.
CO	16.02	Payroll	Baseline	eHR is an integrated system, so all components share information as needed.
CO	16.03	Budget Development	Baseline	
CO	16.04	Position Control	Baseline	eHR is an integrated system, so all components share information as needed.
CO	17.00	Support salary specification by individual employee	Baseline	
CO	18.00	System automatically recalculates salary due to personnel actions such as promotions, demotions, etc.	Software Customization	Advantage 3 HRM can automatically infer a Grade (schedule and level) at the time of a personnel action, but does not infer the step. Therefore, the County has requested a modification to allow the system to infer the step.
CO	19.00	Supports user defined approval and routing for all compensation changes (base rate, bonuses, additional pay, etc.)	Baseline	This capability is available through setup of Security and Workflow.
Pay Rate Maintenance				
CO	20.00	Provides on-line update of salary schedule changes :	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
CO	20.01	Across the board	Baseline	Across the board increases will be handled in multiple ways (all online and baseline): 1. For table driven pay, updates to the rate table; automatically inferred for employees 2. For table driven pay, updates to the title table (to change the schedules to which they are tied) 3. Non-table driven pay, single or mass changes to the employee pay records
CO	20.02	By individual merit	Baseline	
CO	20.03	By bargaining unit	Baseline	
CO	20.04	By job classification	Baseline	
CO	20.05	By department/organization	Baseline	
CO	20.06	By bonus	Baseline	
CO	21.00	Automatically implements employee step pay plan.	Software Customization	Advantage 3 HRM baseline tracks the employee step and can handle pay progression to different pay rates based on a beginning date and progression rules. The County has requested a modification to mimic the current logic of step advancement instead of using the pay progression functionality.
CO	22.00	The system supports the determination of eligibility for step increases by :	Software Customization	See notes in 21.00 above
CO	22.01	Effective Date of Current Step	Software Customization	See notes in 21.00 above
CO	22.02	Last Overall Performance Rating, including effective date of rating	Software Customization	See notes in 21.00 above
CO	22.03	Duties performed	Baseline	Any special step placement (different than rules for title) will be assigned manually on the employee record
CO	22.04	Skills and certificates	Baseline	Any special step placement (different than rules for title) will be assigned manually on the employee record
CO	22.05	Work location	Baseline	Any special step placement (different than rules for title) will be assigned manually on the employee record
CO	22.06	Status of any other variable as of a particular date (ex - work location 2 years ago)	Baseline	Any special step placement (different than rules for title) will be assigned manually on the employee record

Reference Number	Business Requirements	Vendor Response	Comments
CO 23.00	System has a mass change capability for the purposes of changing salaries (e.g. COLA changes, MAP increase based on performance rating) in batch.	Baseline	The system allows for mass changes at the employee level, or at the salary reference table level. Once a change has been entered on the tables, it is inferred for all employees tied to that information for the appropriate effective dates.
CO 24.00	The system supports mass pay transactions based on any field held within the database (example: uniform allowances for all sworn employees).	Baseline	The online mass change page (to generate mass pay transactions) allow for 18 general selection criteria, as well as 33 accounting selection criteria. During prototyping, these criteria met the County's needs for mass pay transactions.
CO 25.00	System records historical information for all compensation changes	Baseline	
CO 26.00	System supports user defined reasons for pay rate changes.	Baseline	Assumption: this refers to actions on the ESMT
CO 27.00	Supports a base pay rate to three digits past the decimal point (\$0.000) and corresponding salary schedule.	Baseline	Advantage 3 HRM tracks the pay rates to 5 decimal points.
CO 28.00	System supports recording persons additional pay to three digits past the decimal point (\$0.000).	Baseline	Advantage 3 HRM tracks the pay rates to 5 decimal points.
CO 29.00	Supports user defined approval mechanisms for the approval of all compensation changes (base rate, bonus, additional pay, etc.).	Baseline	This capability is available through setup of Security and Workflow.
CO 30.00	Provides salary history for each employee.	Baseline	Salary history will be available from the point of conversion to Advantage 3 HRM forward.
CO 31.00	Tracks position ranges	Baseline	The Minimum and Maximum salary can be tracked on the Title. Additionally, the County will track the 'Range' for MAPP positions in the Grade field on Title.
CO 32.00	Tracks Y-rate handling	Report	The County has decided not to ask for a modification to handle this current functionality. Instead, it will be handled through manual processing and tracking/monitoring of the employees that are assigned Y-rate salaries.
CO 33.00	System supports at a minimum the following user defined pay statuses (item subs):	Baseline	The County will map the current item sub to the Sub Title in Advantage 3 HRM.
CO 33.01	Monthly Permanent	Baseline	
CO 33.02	Monthly Recurrent	Baseline	
CO 33.03	Monthly permanent 1/5 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.

Reference Number		Business Requirements	Vendor Response	Comments
CO	33.04	Monthly permanent 1/4 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.05	Monthly permanent 5/16 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.06	Monthly permanent 1/3 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.07	Monthly permanent 2/5 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.08	Monthly permanent 1/2 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.09	Monthly permanent 3/5 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.10	Monthly permanent 5/8 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.

Reference Number		Business Requirements	Vendor Response	Comments
CO	33.11	Monthly permanent 2/3 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.12	Monthly permanent 3/4 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.13	Monthly permanent 4/5 time	Baseline	The Item Sub will be mapped to Sub Title. Advantage 3 HRM allows for the Percent FTE to be assigned at the employee level. For control reasons, the County wants to move this functionality from the employee record to the Sub Title record.
CO	33.14	Monthly temporary training	Baseline	
CO	33.15	Monthly temporary	Baseline	
CO	33.16	Daily as needed	Baseline	
CO	33.17	Daily recurrent	Baseline	
CO	33.18	Hourly as needed	Baseline	
CO	33.19	Hourly recurrent	Baseline	
CO	33.20	Per consultation	Baseline	
CO	33.21	Per clinic visit	Baseline	
CO	33.22	Per visit	Baseline	
CO	33.23	Per session	Baseline	
CO	33.24	Paid as a County Officer under common law rule that the salary is an incident of the office	Baseline	
CO	33.25	Monthly permanent grant-funded to be terminated upon expiration of grant	Baseline	The employee record, sub-title, pay rate entry, etc., can be effective dated to expire at the same time as the grant.
CO	33.26	User defined	Baseline	The sub-title, grade, etc., are user-defined table values.
CO	34.00	System records and maintains a mileage certification for employees with a valid start and end date.	Baseline	This can be maintained on the License and Certification page with effective and expiration dates.
CO	35.00	Records and maintains a mileage and expense reimbursement record for employees by payment date with provisions for reporting invalid or incorrect employee mileage certifications.	Baseline	This will be entered using a baseline event code (defined with a specific rate/unit or rate/mile) on the TADJ document.
		Classification Audits		

Reference Number		Business Requirements	Vendor Response	Comments
CO	36.00	System should provide ability to route automated job postings for job classification audit as follows:	BrassRing	
CO	36.01	Job descriptions associated with all new positions	BrassRing	
CO	36.02	Job descriptions or job classifications under revision	BrassRing	
CO	36.03	All job descriptions associated with a specific job class	BrassRing	
CO	36.04	Upon request by agency to properly classify a position management believed to be misclassified	BrassRing	
CO	36.05	Through budget requests for a change in position classification, new classes and new positions	BrassRing	
CO	36.06	At user defined interval since last audit	BrassRing	
CO	36.07	Random audits of all existing job descriptions	BrassRing	
Query Requirements				
CO	40.00	Provides the ability to perform analysis of personnel expenses based on user defined selection criteria.	Current County System	CAO Compensation System will remain in place.
CO	41.00	Provides ability to perform "what if" analysis on proposed compensation changes.	Current County System	CAO Compensation System will remain in place
Reporting Requirements				
CO	42.00	System provides the following reports :	Report	
CO	42.01	Labor Cost Projections	Report	
CO	42.02	Classifications by Bargaining Unit	Report	
CO	42.03	Negotiations Options Listing	Report	
CO	42.04	Bargaining Unit Salary Change History	Report	
CO	43.00	System provides data to annually prepare the Salary Report for :	Report	
CO	43.01	Class codes	Report	
CO	43.02	Class titles	Report	
CO	43.03	Benchmark jobs	Report	
CO	43.04	Occupational / Groups	Report	
CO	43.05	Monthly salaries	Report	
CO	43.06	Min/ max salaries	Report	
CO	44.00	System reports in the Salary Report :	Report	
CO	44.01	Number of positions by class	Report	
CO	44.02	Number of termination's by class	Report	
CO	44.03	Number of hires by class	Report	
CO	44.04	Number of promotions by class	Report	
CO	44.05	Termination reasons by class	Report	
CO	45.00	Ordinances	Report	

Reference Number		Business Requirements	Vendor Response	Comments
CO	46.00	Board Letter Attachments	Report	
CO	47.00	Step placement with weighted averages	Report	
CO	47.01	Organization code	Report	
CO	47.02	Classification	Report	
CO	47.03	Item/sub	Report	
CO	48.00	MOU Salary Articles	Report	
Data Requirements				
CO	49.00	Tracks the following data within each salary schedule :		
CO	49.01	Step	Baseline	
CO	49.02	Schedule type (fixed, range, etc.)	Baseline	This can be tracked using a combination of the Grade field, the pay policy rate table and the employee information
CO	49.03	Minimum	Baseline	The minimum is tracked on the Title record
CO	49.04	Maximum	Baseline	The maximum is tracked on the Title record
CO	49.05	Midpoint	Policy & Procedure	The County has determined that it does not need to track the midpoint in the system since it can be calculated from the min/max.
CO	49.06	Quartile	Policy & Procedure	The County has determined that it does not need to track the quartile in the system since it can be calculated from the min/max.
CO	49.07	Salary table matrix	Baseline	The salary table is the Pay Policy Rate (PPRT) table in eHR
CO	49.08	Overtime eligible	Baseline	The 'FLSA exempt/non-exempt' id is stored on the Title.
CO	50.00	Provides the following data for additional pay items:	Baseline	
CO	50.01	Pay code	Baseline	
CO	50.02	Calculation method (% , flat rate, etc.)	Baseline	The calculation method (hourly, dollar, per unit, etc.) associated with an event type (earnings code) can be stored on the PPET entry.
CO	50.03	Amount (fixed amount, %, etc.)	Baseline	The rate or amount associated with an event type (earnings code) can be stored on the PPET entry. Alternatively, this data can be tracked on the employee record.
CO	50.04	Calculation frequency (every pay period, monthly, on anniv date, etc.)	Baseline	The Pay Frequency (associated with pay events and the payroll cycle) can be established to allow certain items to be paid at certain frequencies.
CO	50.05	Taxable (federal, state, FICA, etc.)	Baseline	The inclusion or exclusion in the tax calculations can be specified for each pay category.
Additional Requirements				

Reference Number	Business Requirements	Vendor Response	Comments
CO 51.00	The system should identify a Positions Pay Class.	Software Customization	This is included in COMP_001 - a customization to tie the Pay Class to the Title and Sub-title.
CO 52.00	The system must note whether the salary schedule is variable (NOTES) or not.	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules.
CO 53.00	The system must allow different step progression time periods between steps for a given title/schedule. For example fire fighters get their first step advance in 6 months and then the subsequent step advances in a year's interval.	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules.
CO 54.00	The system must be able to determine the fraction (percent full time FTE) based on the employees Sub-Item.	Software Customization	This is included in COMP_005 - a customization to tie the Percent FTE to the Title and Sub-Title.
CO 55.00	The system must tie Pay Class to title and sub-title instead of the position or employee (so that it can be controlled by HR).	Software Customization	This is included in COMP_001 - a customization to tie the Pay Class to the Title and Sub-title.
CO 56.00	The system must provide a way to adjust the salary range tables (salary minimum and maximum and percentile) for MAP titles across the board by increasing by X%. (This does not affect the employee because the employee is not table driven.)	Offline Process	This is included in COMP_002 - an offline process to automatically increase salaries for MAP employees.
CO 57.00	The system must allow Mass Change selection criteria to be entered for more than one group at a time. For example say we want to give a 1% increase for title 0545 across all the subtitles the County wants to be able to just type the title and not the subtitle. (With the current Advantage 3 HRM functionality, they would have to create a mass change document for sub titles A through W in this example.)	Offline Process	This is included in COMP_002 - an offline process to automatically increase salaries for a group of employees at a time.
CO 58.00	The system must provide a way to do an "across the board" increase or 'mass change' on a sub set or the entire PPRT table.	Offline Process	This is included in COMP_007 - a process to extract the table to Excel, update the information, and load back into the application.
CO 59.00	Report which shows the employees who get more than "X" percent increase when they get promoted. Also salary/control report to monitor for typos, errors, mistakes (may be existing reports).	Report	New compensation report will be added to the reports list
CO 60.00	System should provide a way to set pay period dollar or hour limits (hard or soft errors) by event type or category. These need to be overridable because they may be valid based on circumstances in payroll.	Report	This is included in COMP_008 - a new payroll audit report added to the reports list.
CO 61.00	The system must automatically advance employee steps.	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules.

Reference Number	Business Requirements	Vendor Response	Comments
CO 62.00	The System must be able to do the following in sequential order of personnel actions, 1.Step Advance, 2. Promote/ Demote, Convert (to a new salary), 3.Apply the new salary (across the board salary) If all these personnel actions happen in the same time then this is the order that they need to happen	Baseline	No change to the current process
CO 63.00	County code section 6.08.090 (and others): The system must invoke special rules related to step assignment when employee is promoted, demoted or laterally transferred. Promotion: 1. If the increase in salary (including base bonuses - related to CO024)) for a promotion is less than the equivalent of 11 levels (roughly 2.75%), then the system must place the employee on the next higher step (based on the salary schedule rules). 2. If the increase in salary (including base bonuses) for a promotion is between 11 and 22 levels (~2.75-5.5%), then the employee is placed on the step, but the time to step advancement for the next step is cut in half (of whatever appears on the salary schedule rules). Demotion/Lateral: Manual process	Software Customization	This is included in COMP_018 - a process to extract the table to Excel, update the information, and load back into the application.
CO 64.00	The system musbe be able to handle range lengthing notes	Baseline	Range lengthing notes will be handled by creating additional steps tied to the title/schedule level (through PPRT) and assigning these new steps to the salary rules for step progression for the title/schedule (related to CO004). For example, if a title can go from step 2 to 7 then step 6 and step 7 which are not in the CWTAPPs system will be in Advantage 3 HRM . The PPRT table will be configured to include the additional steps.
CO 65.00	Report: When Employee Step is not equal to what the inferred step is based on title sub title then county wants a report (i.e. when there is data in the employee ESMT step override).	Report	New Report for County (not current LAC report)
CO 66.00	The system must allow an employee on special step placement to follow step advancement rules for the title/schedule from that step forward.	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules.

Reference Number	Business Requirements	Vendor Response	Comments
CO 67.00	Many bonuses are expressed in terms of schedules/levels and/or percentages: -133 different bonus types expressed as schedules/levels -33 bonuses expressed as pure percentages These bonuses are compounded (i.e., each subsequent bonus is calculated based on the original base plus any %/level bonuses already applied). Step placement on promotions complicated by compounding of percentage. Cost of mod to handle schedule bonuses vs. cost of maintenance to setup % bonuses (current Advantage 3 HRM functionality) must be evaluated (issue paper).	Software Customization	This is included in COMP_010 - customization to handle grade-based (formerly schedule/level) bonuses.
CO 68.00	The system must infer the dollar amount based on event type (earnings code) entered for dollar based bonuses. For example, Nurse retention bonus for >3, <5 years event should infer \$40.00/pay period on Pay Parm rather than requiring user to enter amount.	Baseline	If the Pay Amount for the Event is set on PPET, then it is automatically inferred without requiring the user to know or enter the amount.
CO 69.00	(Not current LAC functionality) The system could assign certain longevity bonuses based on evaluation of assignment/ appointment dates and rules.	Offline Process	This is included in COMP_012 - an offline process to automatically load employee records with the bonus information as needed.
CO 70.00	Physician Speciality: The system must allow a "group" or specialty and one or more sub specialty to be noted on the employee record.	Baseline	The CCC agreed to add titles to include specialty as part of the title in order to link to the appropriate pay.
CO 71.00	The system must use the combination of title and specialty to determine schedule and level for the employee for physicians.	Baseline	The CCC agreed to add titles to include specialty as part of the title in order to link to the appropriate pay.
CO 72.00	The system must be able to generate a trigger report when an employee is close to reaching a monthly/annually and the post audit report when an employee has reached or exceeded the cap in annually or monthly.	Report	New report
CO 73.00	The system must determine the allowable personnel action for promotion/ lateral/ demotion based on the entered position/title and associated schedule/ level (eg: Promotion personnel action can only be used if new position is >= 11 levels higher)	Software Customization	This is included in COMP_003 - a customization to infer the appropriate step at the time of new hire or promotion.
CO 74.00	The system must be able to differentiate the year of residency of a	Baseline	Create separate titles denoting each year of residency so that each title/year is associated with different schedule/level and therefore salary. This only requires configuration of Title table.
CO 75.00	The system must be able to prorate dollar/% bonuses so that they are prorated with AWOP.	Baseline	The CCC determined that the pay period bonuses should not be prorated based on AWOP hours. Therefore, the only dollar/% bonuses that will be set up as components so that they are prorated with AWOP will be 'calc salary bonuses'. Since the number of these bonuses to be configured is less than 9 per employee group (pay policy).

Reference Number		Business Requirements	Vendor Response	Comments
CO	76.00	Consider new status code MAPP employees. "Increase merited by Review, but lacking funds."	Baseline	A Personnel Action (PACT) or Personnel Action Reason (PART) can be established to represent this.
CO	77.00	The system must be able to cap pay by number of meetings per mo, yr, day, etc. County has no cap, but reports the occurrence.	Report	Report - tied to CO029
CO	78.00	(New) Report: Showing cumulative weekend hours. E.g. nursing bonus for weekend work. Alternative (enhancement to current functionality) would be to create batch process to automatically generate the payments.	Offline Process	This is included in COMP_015- and offline process to evaluate the information and create/load the one-time bonus payments as necessary.
CO	79.00	County currently has, and would like to continue to create a report that tracks titles in certain classes for retention and longevity bonuses. Alternative (enhancement to current functionality) would be to create batch process to automatically generate the employee updates.	Offline Process	This is included in COMP_012 - an offline process to automatically load employee records with the bonus information as needed.
CO	80.00	County wants Pay Policy rate amount basis to be monthly	Software Customization	This is included in COMP_016. The CCC recommended a new modification (not included in the original alternatives), which is to create a new inquiry screen to show the monthly base and bonus salaries by employee. Potential for 3.8 Baseline
CO	81.00	Currently, the County measures pay progression (automatic) in number of days (e.g., 200 days since hire).	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules.
CO	82.00	County-wide rule that a certain set of bonuses must stop if the employee has been out for 60 consecutive days (Can be a combination of sick, vacation, compensatory, any type of leave etc.) Currently, this requires an action by a user to stop the bonus.	Offline Process	This is included in COMP_025 - an offline process to create the necessary employee records when an employee has not reported any work within a given period of time.
CO	83.00	The System must be able to handle a Physician Specialty as a bonus as opposed to a higher step.	Baseline	These bonuses will be set up as events and can be entered on the employee pay parameters as dollar-based bonuses generated each pay period.
CO	84.00	The system must be able to handle exception paid employees. Whether they enter all their time or not.	Baseline	Policy: Negative-paid employees must enter all hours on an electronic timesheet regardless of whether there are exceptions or not. If no timecard is received, Advantage 3 HRM system assumes no exceptions and automatically pays negative-paid employees.
CO	85.00	The system must accommodate step increases when an employee has a break in continuous service date, and is reinstated.	Baseline	When an employee comes back they get hired as a rehire and if necessary we can override their step and grade.
CO	86.00	Pay Policy Rate table - add Step to the Current Timeline Display	Baseline	
CO	87.00	LAC may need to be able to track levels and percentages on the same bonus pay event. This is how it is currently handled (so that one entry applies to both salary schedule employees and others)	Software Customization	This is included in COMP_010 - customization to handle grade-based (formerly schedule/level) bonuses.

Reference Number		Business Requirements	Vendor Response	Comments
CO	88.00	Need to track the threshold schedule or salary and anytime an employee gets a promotion, transfer, hire etc i.e. if an employee gets less than the threshold amount then they get the first step advancement in half the time	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules.
CO	89.00	Need mass change functionality so that we could mass change all the titles within a bargaining unit could move by "x" number of schedules and levels	Offline Process	This is included in COMP_018 - a process to extract the table to Excel, update the information, and load back into the application.
CO	90.00	Need to have a checkbox on title page to indicate if CPI is tied to Title. From Class: Could use in the Bargaining Unit field as long as don't have Titles that are tied to CPI units and have a Bargaining Unit.	Software Customization	This is included in COMP_004 - a customization to track notes and automate step advancement rules. The Compensation group determined that CPI could be controlled by notes, which is covered in COMP_004.
CO	91.00	The system must be able to calculates pay rates to 3 decimal places.	Baseline	Advantage 3 HRM calculates to 5 decimal points. It is possible that this would results in a different rounded amount than the County is used to when taken to 2 decimal points (for \$\$cc). The County will utilize the baseline Advantage 3 HRM rounding functionality.
CO	92.00	Overtime Indicator (TERN) - LAC currently has an overtime indicator at the earning code level (grouping for reporting) and needs to track this information	Baseline	Use the baseline Advantage 3 HRM 'Time and Leave Reporting Category' field on EVNT to designate the overtime events.
CO	93.00	The County is moving to a semi-monthly pay cycle and must be able to handle pay and leave without pay accordingly.	Baseline	The County has decided to follow an 'average hours' method of setting up the semi-monthly pay information. This means that an average number of pay period hours of 87 (based on the yearly total of 2088) will be used for exception paid employees. This allows the semi-monthly standard pay amount, as well as the hourly pay rate (used in AWOP, overtime premium, and leave payout calculations) to remain constant.

Functional Category: eHR - Personnel - Leave Benefit Accounting

Baseline = No changes necessary to baseline Advantage	Interface = Interface to an external system
Software Customization = Customization of application software required	Report = Can be supported by Cognos or Java report– no baseline reports
Offline Process = New offline batch process- runs independently of application processes	3rd Party Tool = Supported by use of third-party tool (e.g. Excel)
Policy & Procedures = Changes required to County business processes	Kenexa/BrassRing = Baseline BrassRing application
Cancelled = No longer required	Current County System = Current system used by the County with the exception of eCAPS

Reference Number	Business Requirements	Vendor Response	Comments
General Requirements			
EL 1.00	System must support processing of both paid and unpaid leave.	Baseline	
EL 2.00	System must support short term leave (sick, vacation, etc.) and long term leave.	Baseline	
EL 3.00	System must support both the computation of leave available and the taking of leave (whether paid or unpaid).	Software Customization	Baseline covers majority of leave tracking; however the County has approved for costing a modification to add additional categories and sub categories to track Accrual, Used, Donated, Banked, Final Pay hours.
EL 4.00	Leave calculations for accrual and payment will be effective dated	Baseline	
EL 5.00	System must support flexible workflow for requesting, approving and tracking leave	Baseline	
EL 6.00	Maintain history of all leave accounting actions, including:		
EL 6.01	Modifications to leave definitions	Baseline	
EL 6.02	Accrual calculations	Baseline	
EL 6.03	Leave taken	Baseline	
EL 6.04	Payments made	Baseline	
EL 7.00	Leave accounting will be integrated with the following portions of LACAS:		
EL 7.01	Personnel administration	Baseline	Advantage 3 HRM is an integrated system, so all components share information as needed.
EL 7.02	Benefit administration	Baseline	Advantage 3 HRM is an integrated system, so all components share information as needed.
EL 7.03	Payroll	Baseline	Advantage 3 HRM is an integrated system, so all components share information as needed.
EL 7.04	Compensation	Baseline	
EL 7.05	Budget	Interface	The County has defined requirements for an interface between Advantage 3 HRM and Performance Budgeting.
EL 7.06	Financial system	Baseline	Advantage 3 HRM is an integrated system and information is shared mainly through Payroll Accounting.
EL 8.00	Leave accounting will interface with the following:		
EL 8.01	Worker's compensation	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS

Reference Number	Business Requirements	Vendor Response	Comments
EL 8.02	Insurance carriers/third party administrators	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS
EL 9.00	Provide employee self service capabilities that include:		
EL 9.01	Inquiries on all leave balances	Baseline	The County decided that this is not a Leave Benefit Accounting requirement. Will be addressed in ESS.
EL 9.02	Inquiries on all leave accruals	Baseline	The County decided that this is not a Leave Benefit Accounting requirement. Will be addressed in ESS.
EL 9.03	Inquiries on all leave usage	Baseline	The County decided that this is not a Leave Benefit Accounting requirement. Will be addressed in ESS.
EL 9.05	Leave requests	Baseline	The County decided that this is not a Leave Benefit Accounting requirement. Will be addressed in ESS.
EL 10.00	Provide user defined workflow for:		
EL 10.01	Leave requests	Baseline	
EL 10.02	Notifications of other personnel and benefit changes that require further action with regard to leaves	Baseline	
Leave Calculations and Payments			
EL 11.00	System calculates the accrual and tracks eligibility, usage, unpaid liability, and payment of leave types such as:		
EL 11.01	Sick leave (full pay)	Baseline	
EL 11.02	Sick leave (part pay)	Baseline	
EL 11.03	Personal	Baseline	
EL 11.04	Accrued Holiday	Software Customization	Advantage 3 HRM baseline can accrue holiday hours per pay period or manually, but County specific rules require a modification.
EL 11.05	Bereavement	Baseline	
EL 11.06	Donated	Baseline	
EL 11.07	Workers' compensation	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS
EL 11.08	Jury	Baseline	
EL 11.09	Parenthood (school partnership)	Baseline	
EL 11.10	Compensatory Time Off (CTO)	Baseline	The County decided that this is not a Leave Benefit Accounting requirement. Will be addressed in Time and Attendance.
EL 11.11	Family (FMLA, CFRA, Pregnancy Disability, etc.)	Baseline	Also addressed in Time and Attendance. The County has decided to track these types of leave through personnel actions.
EL 11.12	Short term disability	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS

Reference Number	Business Requirements	Vendor Response	Comments
EL 11.13	Long term disability	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS
EL 11.14	Vacation	Baseline	
EL 11.15	Witness	Baseline	
EL 11.16	Civil service exams	Baseline	
EL 11.17	Elective	Offline Process	
EL 11.18	Non-elective	Offline Process	
EL 11.19	Temporary (for temporary employees)	Offline Process	
EL 11.20	Ordered	Report	Reports will be developed to supplement the baseline functionality
EL 11.21	Military (federal, state, by branch of service)	Baseline	
EL 11.22	Purchased	Interface	Third Party Administrator involved
EL 11.23	TX time (ability for other people to work for employees taking leave)	Baseline	
EL 11.24	Other user defined	Baseline	Additional leave types can be established by the County as needed.
EL 12.00	Define leave accrual calculation and usage rules based on user defined combinations including the following variables:		
EL 12.01	Job class (item)	Baseline	
EL 12.02	Hire date	Baseline	
EL 12.03	Bargaining unit	Baseline	
EL 12.04	Length of service	Baseline	
EL 12.05	Department	Baseline	
EL 12.06	Effective dates	Baseline	
EL 12.07	Expiration dates	Baseline	
EL 12.08	Prorate (Y or N)	Baseline	
EL 12.09	Maximum hours accrued	Software Customization	Advantage 3 HRM baseline covers majority of leave tracking; however the County has approved for costing a modification to add additional categories and sub categories to track Accrual, Used, Donated, Banked, Final Pay hours.
EL 12.10	Maximum dollars paid	Baseline	Maximum thresholds can be set at the policy level. Basis can be set as hours, dollars or units.
EL 12.11	Payout option available (Y or N)	Baseline	Period leave balance checking is planned for release 3.7 of Advantage 3 HRM.
EL 12.12	Item sub	Baseline	
EL 12.13	Work week	Baseline	
EL 12.14	Shift	Baseline	
EL 12.15	Benefit accrual plan	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
EL 12.16	Eligibility waiting period for beginning accrual	Baseline	
EL 12.17	Eligibility waiting period for taking leave	Baseline	Based on LPRL (Leave policy rules)
EL 12.18	Hours worked	Policy & Procedures	The Baseline System can do this. The county will updated their policy & procedures to remove the reserved hours concept
EL 12.19	Carryover (Y or N)	Offline Process	Year-end housekeeping process
EL 12.20	Carryover amount'	Offline Process	Year-end housekeeping process
EL 12.21	Carryover period	Baseline	
EL 12.22	Available for donation	Baseline	Advantage 3 HRM can be configured to carry a separate balance for donated hours.
EL 13.00	Ability to specify a benefit begin accrual date for individuals that is different than would normally be used (used primarily in cases of acquisitions where service for another public agency may be counted when computing some benefits)	Baseline	Supported by Leave Progression Date
EL 14.00	Ability to specify when each type of leave is calculated (by pay period, by month, or other user defined interval)	Baseline	Supported by Leave Frequency
EL 15.00	Ability for other employees to work for an employee taking time off and pay the employee who is off as if he were working (firefighter working for another person on special assignment such as rescue work at a disaster site)	Baseline	
EL 16.00	Ability to override individual leave accruals by pointing to a different benefit accrual plan(s)	Baseline	
EL 17.00	Ability to override individual leave accruals by entering specific leave amounts	Baseline	
EL 18.00	Provide for the automatic adjustment of existing leave balances when accrual rules change	Software Customization	Create trigger and offline process that will correctly accrue leave based on a change in Pay Class.
EL 19.00	System must support calculation of leave based on hours worked on temporary assignments. Utilization of this feature is user defined by leave type.	Software Customization	Create trigger and offline process that will correctly accrue leave based on a change in Pay Class.
EL 20.00	Provide for notification of specified individual when a user defined balance is reached by type of leave	Baseline	Advantage 3 HRM can be configured to create a report entry when a user reaches a maximum or leave is defaulted to another leave type due to insufficient leave hours available
EL 21.00	System must support leave payoff based on:		
EL 21.01	Automatic on a cutoff date	Offline Process	
EL 21.02	When requested after a cutoff date	Offline Process	
EL 21.03	Hours maximum for payoff subject to a % of available balance for that leave type	Offline Process	
EL 21.04	Hours earned in excess of maximum	Offline Process	
EL 21.05	Item	Offline Process	
EL 21.06	Bargaining unit	Offline Process	
EL 21.07	Benefit accrual plan	Offline Process	
EL 21.08	Limit of taxable cash limit of payoff	Offline Process	

Reference Number	Business Requirements	Vendor Response	Comments
EL 22.00	System validates against leave accrued prior to usage and payment to ensure appropriate balance is available.	Baseline	
EL 23.00	Analyze leave balances and to perform leave defaulting if the balance has been depleted based on user defined rules, at a minimum rules must be defined by benefit plan	Software Customization	
EL 24.00	Leave types may be coded to allow or prohibit payment in the same period accrued	Baseline	System accruals occur at payroll so those hours cannot be used until after they are earned. A manual accrual can be used as soon as entered.
Leave Tracking			
EL 25.00	Track individual leave accrued, taken, payoff, lost, donated, and payout (on termination) by type of eligible leave and reason.	Software Customization	Advantage tracks information by event type but LA County would like a modification to display balances as they currently document them.
EL 26.00	System must track leave by dates, including:		
EL 26.01	Expected start of leave	Baseline	Supported by the Leave Request (LREQ) document.
EL 26.02	Expected end of leave	Baseline	Supported by the Leave Request (LREQ) document.
EL 26.03	Actual start of leave	Baseline	Supported by timesheet and pay detail information on Advantage 3 HRM.
EL 26.04	Actual end of leave	Baseline	Supported by timesheet and pay detail information on Advantage 3 HRM.
EL 26.05	Date leave requested	Baseline	Support by processing date of LREQ
EL 26.06	Maximum available	Baseline	Supported by configuration of minimum and maximum thresholds at the policy level.
EL 27.00	Prohibits the request of leave that is in excess of leave balance in the case of paid leave or policy maximums in the case of unpaid leave. This must be user definable by type of leave (ex - sick leave, FMLA maximums) and take into account projected balances as of the date the requested leave will be taken	Baseline	Employees may request more leave than they have balance to support, but workflow could prohibit approval of this request. In addition, the timesheet will display a warning message if more leave is entered than there is balance to support.
EL 28.00	Accrues and tracks CTO.	Baseline	Also addressed in Time and Attendance
EL 29.00	System codes leaves and reflect impact to service dates, service hours, and LTD pay periods (in particular, to allow accrual of service credit for one type of leave but not for others).	Baseline	
EL 30.00	Support the tracking of Doctor's release when required	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS
EL 31.00	System supports employee status that reflects that they are on leave of absence	Baseline	Personnel Action Code and Employee Status support this requirement.
EL 32.00	Automatically returns employees to active status when leave is completed (when actual return date is entered)	Baseline	Personnel Action Code and Employee Status support this requirement.

Reference Number	Business Requirements	Vendor Response	Comments
EL 33.00	Automatically resumes employee deductions when return to work (including electronic notification of insurance carriers)	Baseline	Part of Benefit and Deductions interface.
EL 34.00	Tracks Workers Compensation status including return to modified duties and tracking of light duty hours and the outcome of pending claims	Software Customization	The County has approved for costing a modification to add a document to mimic the EMIA screen in CWTAPPS
EL 35.00	Ability to transfer donated leave according to user defined rules		
EL 35.01	Requirements for transferring leave	Baseline	Supported by creating donation event with a specified category.
EL 35.02	Requirements for accepting leave	Baseline	Supported by creating donation event with a specified category.
EL 35.03	Types of eligible leave	Baseline	Supported by creating donation event with a specified category.
EL 36.00	Track and report FMLA hours per employee	Baseline	Configure FMLA as a secondary category for tracking purposes.
EL 37.00	Track unscheduled time off and provide supervisor notification when user defined threshold is reached	Baseline	Advantage 3 HRM can be configured to create a report entry if an employee crosses a minimum or maximum threshold.
EL 38.00	Provides notifications to employees of leave that will be lost or automatically paid	Report	Excessive leave will be displayed on the timesheet. (Addressed in Time and Attendance)
Query and Reporting			
EL 39.00	System produces a report each pay period listing all employees sick, vacation, other leave balances (Leave Balance Report)	Report	
EL 41.00	Ability to prepare user defined reports or queries based on any data element, any sorting sequence, and any level of summarization.	Report	
EL 42.00	Ability to inquire online on all employee leave data	Baseline	Advantage 3 HRM baseline allows authorized user to download query results to an Excel spreadsheet in addition to viewing online in eHR.
EL 43.00	Leave Buyback Report	Report	
EL 44.00	Excess unscheduled time report	Report	
EL 45.00	Excess Leave Balance Report	Report	
Additional Requirements			
EL 46.00	The system should show who altered the employee's balance in the LEAVM screen.	Baseline	You will be able to see audit trail information by the viewing LEAVM, Employee Leave Activity, Make a notation of the document number and perform a search in the Document Catalog. The search results will give you the user ID and Department number.
EL 47.00	The system should have the ability to break down the balances by month and year	Baseline	Each Category has it own balance.
EL 48.00	The system should automatically create a document number	Baseline	The user can either specify a customized document id, e.g. with the author's employee number or the system will generate a unique id.

Reference Number	Business Requirements	Vendor Response	Comments
EL 49.00	The system should keep a history if three distinguished changes regarding the employee's balances were made to the same document.	Baseline	The User ID numbers of everyone that made an adjustment to one specific document are available.
EL 50.00	The system should be able to display the User ID numbers of everyone that made an adjustment to one specific document if all of the changes were performed in the same day.	Baseline	The user ID number of the last person to update the document. If there were different document then all User IDs will be identified.
EL 51.00	The system should automatically change thresholds or maximum hours for a leave event when an employee reaches a certain amount of County service.	Baseline	It has to be setup initially in the leave policy and leave progression.
EL 52.00	Allow the available balance to be reduced or increased by hours used, hours accrued, hours banked, hours donated, and buyback.	Baseline	Additional event codes could be set up on the usage and accrual side that points back to the specific category in the case of donated time. The County elected to request a modification to add fields to the LEAVM document to accommodate banked, donated and buyback hours. The County has eliminated the Deferred concept.
EL 53.00	The system should track deferred hours.	Baseline	Advantage 3 HRM does not currently have a deferred field. However, Advantage can create a category for deferred time. Leave categories can be specified as inception to date, which allows for automatic carryover. The County has approved a policy change to eliminate Deferred leave.
EL 54.00	The system should automatically update accrual balances.	Baseline	Advantage 3 HRM baseline system utilities provide batch processing.
EL 55.00	Accruals should not be calculated on non-paid status hours.	Baseline	Advantage 3 HRM baseline offers several options for leave accrual that can meet the County's requirements. The rate in Advantage is entered at the policy level. Set it up at the leave progression start date to determine how much sick is accrued. Advantage has the flexibility to set the rates. Advantage calculates at two decimal points and CWTAPPS calculates at three decimal points and rounds up.
EL 56.00	When a Suspension (EC029) has been rescinded or overturned (EC044), the system must be able to overturn the discipline and recalculate the leave benefits.	Software Customization	This will be handled through the retroactive leave/pay processes when the personnel action is updated as of the original effective date.
EL 57.00	The system should not require the employee to enter an accrual to generate the Holiday for use.	Baseline	In Advantage 3 HRM, holidays can be set up as a pay event and any employee with the holiday listed in their work schedule can take the holiday.

Reference Number	Business Requirements	Vendor Response	Comments
EL 58.00	The system should do a mass accrual of Holiday hours.	Baseline	A holiday table was developed for the DHS Time Collection project and will be baseline for the County.
EL 59.00	The system should have an edit to prevent an employee from accruing the holiday when sick leave has been recorded on the timesheet.	Software Customization	A customization to automate the accrual of the holiday hours would include this edit.
EL 60.00	Holiday accrual must occur real time on a timesheet.	Baseline	Advantage 3 HRM will grant all of the holiday hours before they are actually occur. Currently, only the Fire Department grants all current year Holidays at the beginning of the year to some of it employees (i.e.. Fire Fighters). These employees may use the time once it is granted. Holiday accruals can be entered on the timesheet through the use of user-defined leave events to allow holiday time to be accrued real time on the timesheet.
EL 61.00	Allow leave balances to go negative for specific cases for a specified amount of time.	Baseline	Change the leave policy for a specified timeframe to allow employees to go negative in their leave usage.
EL 62.00	Allow leave accruals to be processed for positive and exception paid employees.	Baseline	The rate would be the same as a negative paid employee.
EL 63.00	The system must be able to accrue fractions of an hour	Baseline	In Advantage 3 HRM, the standard accrual rate/time is recorded in hours and actual minutes. A minute equates to .06 or 1/60 of an hour.
EL 64.00	The system must handle pay events that do not accrue benefits.	Baseline	You can include or exclude events that you want or not to accrue benefits. This is performed on LPET.
EL 65.00	The system needs to keep a 'hidden' bank of leave hours to protect employees' leave balances during adjustments.	Baseline	The system accrued concept could be satisfied by using the minimum and maximum threshold functionality at the category level. The County has since decided to eliminate the system accrued concept.
EL 66.00	There may be employees with the same title and sub titles with different leave accrual basis.	Baseline	Sub titles point to the leave policy. You could create additional sub titles to distinguish between benefits. Another option for the Flex employees would be to override their leave policy on ESMT and overrides tab and update the leave policy for that specific employee. This could be done at conversion. Another option would be that MegaFlex and Flex employees could have separate leave policies but share the same pay policy.

Reference Number	Business Requirements	Vendor Response	Comments
EL 67.00	The system must accommodate accrual of Vacation Leave for New Employees who cannot use vacation until one year of service has elapsed.	Offline Process	When a new employee is hired, the employee is attached to a new hire policy which allows them to accrue vacation leave but not use this benefit until they reach one year of County service. This is done by creating a time slice on ESMT change the from date and the to date under the general information tab. At the same time, create a future dated timeslice to change the leave policy to one with usage events automatically. The County has elected to develop an offline process to create the timeslice.
EL 68.00	The system must be able to post adjustments to leave balances.	Baseline	Advantage 3 HRM can make adjustments to previous transactions. Events can be added to leave policies in the past to allow these adjustments to go through.
EL 69.00	Allow processing of prior leave usage transactions appropriately	Baseline	Leave usage transactions entered for prior dates are processed appropriately in Advantage 3 HRM.
EL 70.00	The system should be able to reduce multiple balances when a single leave event is used.	Baseline	Advantage 3 HRM will allow adjustments to prior year balances and if there is insufficient hours, substitution will occur. Therefore, there is no need to reject the transaction.
EL 71.00	Allow employees whose illness crosses over the year-end to use part- pay sick benefits accrued in the prior year.	Baseline	By establishing the leave category as 'inception to date', employees may use the time across the year end when needed.
EL 72.00	Provide the ability to accrue non-FLSA Comp Time.	Baseline	Comp time can be accrued like any other benefit. Deferred category would be manually updated after reviewing the available balance on LEAVM. The County has since approved a policy to eliminate Deferred leave.
EL 73.00	Provide the ability to accrue FY93 non-FLSA Comp Time.	Baseline	Comp time can be accrued like any other benefit. Deferred category would be manually updated after reviewing the available balance on LEAVM. The County has since approved a policy to eliminate Deferred leave.
EL 74.00	Provide the ability to accrue Disaster Comp Time.	Baseline	Comp time can be accrued like any other benefit. Deferred category would be manually updated after reviewing the available balance on LEAVM. The County has since approved a policy to eliminate Deferred leave.
EL 75.00	Provide the ability to use Disaster Comp Time.	Baseline	Comp time can be accrued like any other benefit. Deferred category would be manually updated after reviewing the available balance on LEAVM. The County has since approved a policy to eliminate Deferred leave.

Reference Number	Business Requirements	Vendor Response	Comments
EL 76.00	Provide the ability to process a buyback of FY93 Non-FLSA Comp Time.	Baseline	Manual accrual of comp time can be done on the LEAVM document; a buyback event type within the comp time category will identify those transactions.
EL 77.00	Provide the ability to process a buyback of Holiday and Disaster Comp Time.	Baseline	Manual accrual of comp time and holiday can be done on the LEAVM document; a buyback and holiday event type within the comp time category will identify those transactions.
EL 78.00	Allow prior period changes to leave balances to be processed retroactively	Baseline	Prior pay period adjustment to leave balances can be done on the LEAVM document.
EL 79.00	The transaction earnings code does not exist on leave balances for the transaction year.	Baseline	The leave policy can be updated to one that includes the needed event type. The update can be for a time period in the past.
EL 80.00	Ability to track deferred leave	Baseline	
EL 81.00	The system should automatically calculate and exclude the number of AWOP hours when an employee becomes a MegaFlex Participant and know when the AWOP hours occurred.	Baseline	Advantage 3 HRM excludes AWOP hours automatically. Advantage will also show when the AWOP hours occurred. If an employee becomes a participant mid-year, the confirmation of AWOP hours is a manual process.
EL 82.00	The system should allow a MegaFlex Participant to accrue Non-elective leave and not use it until the participant has reached one year of County service.	Baseline	This can be done by time slicing the employee's assignment record (containing the leave policy).
EL 83.00	The system should automatically payout excess Non-Elective Leave.	Baseline	Payout of Non-Elective leave can be done using the OTPAY document. Functionality is planned for a 3.7 baseline that will support automatic payout. A batch utility can be set up to automatically pay out for specified employees.
EL 84.00	The system should track the active service hours separately when an employee terminates County service and is rehired in the same calendar year.	Baseline	Active service hours are effective dated to allow the user to distinguish during which employment period they accumulated.
EL 85.00	The system should calculate current year available balance.	Baseline	Advantage 3 HRM can display the current year balance either by stipulating the category as calendar year to date or by tracking deferred leave in a separate category (leaving only current year in the main category).
EL 86.00	Ability to override the pay and benefits information at the employee level.	Baseline	The pay and leave policies can be overridden on the employee record as needed.
EL 87.00	Allow the FLSA start day to vary by employee as needed	Baseline	FLSA start date can be varied through the use of FLSA Profile overrides entered on the employee record.
EL 88.00	Ability to track schedule code changes (40 and 56 hour employees).	Baseline	Schedule code changes in Advantage 3 HRM are captured by a Pay Class change.
EL 89.00	The system should accommodate schedule code changes.	Baseline	This is part of the Work Cycle description. .

Reference Number	Business Requirements	Vendor Response	Comments
EL 90.00	Ability to "RP" the system to prevent the recovery of the overpayment through the system.	Baseline	The various pending payments and/or recycled deductions used to recover the overpayment can be placed on hold or deleted to stop the system from recovering the overpayment.
EL 91.00	Ability to track the change of a temporary employee to a permanent and tie the change to the appropriate benefit eligibility.	Baseline	This information is be tracked on the employee record. The benefit eligibility is driven by the benefits and leave policies tied to the Sub-title.
EL 92.00	Carry over benefit hours at year end	Baseline	Benefit hours can be carried over automatically by stipulating the category as inception to date.
EL 93.00	Grant Benefit Hours at year-end.	Baseline	The system utility could be used to accrue leave by triggering creation of a LEAV document. A second option is to time slice the leave accrual tables so that for a given pay period, the eligible group of employees receives the full granting as an automated accrual with the payroll process.

Functional Category: eHR - Benefits Administration

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Offline Process = New offline batch process- runs independently of application processes	3rd Party Tool = Supported by use of third-party tool (e.g. Excel)
Policy & Procedures = Changes required to County business processes	Kenexa/BrassRing = Baseline BrassRing application
Cancelled = No longer required	Current County System = Current system used by the County with the exception of eCAPS

Reference Number	Business Requirements	Vendor Response	Comments
General Requirements			
BA 1.00	Tracking of health insurance costs and benefit utilization (number of employees and individuals enrolled) and costs	Baseline	
BA 2.00	On-line inquiry into Employee Benefits information	Baseline	
BA 3.00	Ad-hoc reporting for generation of specialized one-time reports.	Baseline	
BA 4.00	Data required for Benefits Administration should be contained on the integrated database that will be shared by all HR/Payroll components. No redundant data should be entered or stored to support this component.	Baseline	
BA 5.00	Benefits administration must provide functional integration with at least the following system components:		
BA 5.01	Personnel Administration	Baseline	
BA 5.02	Position Control	Baseline	
BA 5.03	Budgeting	Baseline	
BA 5.04	Compensation	Baseline	
BA 5.05	Payroll	Baseline	
BA 5.06	Accounts Payable	Baseline	
BA 6.00	In addition to the above listed human resource components that are integrated with Employee Benefits, a number of County systems and internal and external organizations will be interfaced to the system:		
BA 6.01	County's and other Public Employees Retirement Systems (LACERA)	Interface	
BA 6.02	Workers' Compensation	Interface	
BA 6.03	Unions	Interface	
BA 6.04	Outside Providers	Interface	
BA 6.05	Unemployment Insurance	Interface	
BA 6.06	COBRA administrators	Interface	
BA 7.00	Provide information to third party administrators		
BA 7.01	utilization	Interface	
BA 7.02	demographic data	Interface	

Reference Number		Business Requirements	Vendor Response	Comments
BA	8.00	Allow system access by third party administrators for:		Post-implementation policy decision for County to give access
BA	8.01	Resource planning	Baseline	Post-implementation policy decision for County to give access
BA	8.02	Update of deduction amounts	Baseline	Post-implementation policy decision for County to give access
BA	9.00	The Employee Benefits component will interface to the Budget component for all actual benefits by employee, department / agency, and other Chart of Account information. The module will also interface to Accounts Payable for insurance provider payments	Baseline	
BA	10.00	The Employee Benefits component will also interface to the Pension Savings Program for active and retiree deductions and retiree demographic data active and retiree status, and beneficiaries' data.	Interface	
BA	11.00	Data must also be passed between the Workers' Compensation component for the workers' comp status.	Interface	
BA	12.00	The Employee Benefits component must also interface to the various unions for benefit deduction amounts.	Interface	
BA	13.00	The system has the ability to enter and track dual and / or temporary changes in employee status and track the corresponding accruals (time and money) in accordance with County MOU's and County policy	Baseline	
BA	14.00	System should maintain complete benefits transaction history by employee and position	Baseline	
BA	15.00	The key Employee Benefits volumes for the County are defined below. All volumes presented are approximate for the current fiscal year. The County anticipates an annual transaction growth of 3%. The new system must provide for a minimum of ten years gr	Baseline	
BA	15.01	Number of employees - 200,000	Baseline	
BA	16.00	System to provide browser based employee self service capability for the following benefits administration functions based on qualifying events:		ESS will not be used for Benefits Administration
BA	16.01	Current benefits elections	Baseline	ESS will not be used for Benefits Administration
BA	16.02	Explanation of benefit options	Baseline	ESS will not be used for Benefits Administration
BA	16.03	Open enrollment for all benefits (including insurance, deferred earnings, etc.) for both employees and dependents	Baseline	ESS will not be used for Benefits Administration
BA	16.04	Maintenance of dependent information	Baseline	ESS will not be used for Benefits Administration
BA	16.05	Beneficiary information	Cancelled	The County will continue to use their third party provider to track and maintain Beneficiary information.

Reference Number		Business Requirements	Vendor Response	Comments
BA	16.06	Benefit package pricing worksheet (employee costs)	Baseline	ESS will not be used for Benefits Administration
BA	16.07	Benefit "Decision Planner"	Baseline	ESS will not be used for Benefits Administration
BA	16.08	Benefit eligibility checking at time of enrollment	Baseline	ESS will not be used for Benefits Administration
Benefit Plan Administration				
BA	18.00	System supports various types of benefit plans, including, but not limited to the following:		
BA	18.01	Deferred Compensation	Software Customization	County's business rules are not supported by Advantage 3 HRM
BA	18.02	Cafeteria Plan	Software Customization	County's business rules are not supported by Advantage 3 HRM
BA	18.03	Medical	Baseline	
BA	18.04	Life Insurance	Software Customization	County's automation requirements are not supported by Advantage 3 HRM
BA	18.05	Dental	Baseline	
BA	18.06	Flexible spending accounts	Baseline	
BA	18.07	Accidental Death and Dismemberment	Baseline	
BA	18.08	Long term disability	Baseline	
BA	18.09	Short term disability	Baseline	
BA	18.11	Savings Bond	Baseline	
BA	18.12	Retirement	Baseline	
BA	18.13	Other - (COBRA, DCAP, Employee Assistance Program)	Baseline	
BA	19.00	System supports multiple versions of benefit plans. Plan versions are processed based on effective date.	Baseline	
BA	20.00	System stores benefit plan rules on-line.	Baseline	
BA	22.00	Automatically calculate premium amounts and subsidy amounts and appropriately account for buy-downs.	Baseline	Buydowns will be accounted for in the Financial system correctly. Vendor Payments is an open issue for Benefits.
BA	23.00	System tracks census data for analysis of specific plans:		
BA	23.01	Age	Baseline	
BA	23.02	Family make-up (dependents)	Baseline	
BA	23.03	Sex Gender	Baseline	
BA	23.04	Experience and length of service Length of service by title	Baseline	
BA	23.05	Retirement plan membership	Baseline	
Benefit Plan Eligibility				
BA	24.00	System maintains multiple eligibility dates for different benefit plans based on different rules.	Baseline	
BA	28.00	System automatically determines employee eligibility by:	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
BA	28.01	Bargaining unit	Baseline	
BA	28.02	Employment status (full time, part time, etc.)	Baseline	
BA	28.03	Job class	Baseline	
BA	28.04	Effective date	Baseline	
BA	28.05	Length of employment	Baseline	
BA	28.06	LTD pay periods	Baseline	
BA	28.07	Age (including pre 1975 age criteria for retirement)	Baseline	
BA	28.08	Hours worked by period	Baseline	
BA	28.09	Wage base	Baseline	
BA	28.10	Prior elections	Baseline	
BA	29.00	System automatically produces tickler lists for eligibility based on key dates.	Report	
BA	30.00	System prevents employees from being enrolled in a plan for which they are not eligible, with override capability for exceptions	Baseline	
BA	31.00	System track eligibility for dependents	Baseline	
BA	32.00	System should provide for processing the following benefits eligibility events:	Baseline	
BA	32.01	Establishment and maintenance of participant information	Baseline	
BA	32.02	Activation of coverage for participant, spouse, domestic partners, and non-spouse dependents	Baseline	
BA	32.03	Activation of coverage for survivors (former dependents of participants that are allowed to continue their benefits coverage)	Baseline	
BA	32.06	Evidence of insurability	Baseline	Can attach documents
BA	32.07	Initiation of and return from leave without pay (LWOP)	Baseline	
BA	32.08	New hires, re-hires, and re-employments	Baseline	
BA	32.09	Terminating/retiring employees (permanent and temporary employees)	Baseline	
BA	32.10	Termination of coverage for participant, spouse, domestic partners, and non-spouse dependents	Baseline	
BA	32.11	Participant transfers	Baseline	
BA	33.00	Provide for the tracking of additional documentation requirements	3rd Party Tool	The County will continue to use their third party providerto meet this functionality
BA	33.01	Notify employee when documentation is required	3rd Party Tool	The County will continue to use their third party providerto meet this functionality
BA	33.02	Notify personnel officer when additional documentation is not provided as required	3rd Party Tool	The County will continue to use their third party providerto meet this functionality
BA	34.00	System automatically generates letters and/or to employees based on certain events such as:		
BA	34.01	Prior to 65 th birthday	Report	

Reference Number		Business Requirements	Vendor Response	Comments
BA	34.02	Prior to dependent's 19th birthday	Report	
BA	34.03	Prior to dependent's 25th birthday	Report	
BA	34.06	Prior to 60th birthday	Report	
BA	34.07	Prior to 72nd birthday	Report	
BA	34.08	Other user defined events	Report	
BA	35.00	System provides benefits enrollment verification indicating choices and associated information (i.e., levels of coverage, deduction amounts).	Baseline	
BA	35.01	Online (web access)	Baseline	
BA	35.02	Letter	Report	
BA	36.00	System links changes to an employee's plan such that when adding a new plan the system will delete / supersede the old plan.	Baseline	Advantage 3 HRM baseline for Plans within a Benefit Class
BA	37.00	System provides a chronological history of Benefits elections	Baseline	
BA	38.00	System overrides plan specifics at the employee level for exception handling.	Baseline	
BA	39.00	System should provide ability to "flag" various benefit plans offered to employees as COBRA eligible.	Baseline	
BA	40.00	System allows for the tracking of COBRA eligibility based on user-defined criteria (currently 18 months). System should also provide notification of proximity to expiration of COBRA coverage.	Baseline	
BA	41.00	System should provide ability to establish appropriate qualifying events that will initiate COBRA processing, and should generate standard letters notifying employee of COBRA eligibility.	Baseline	
BA	42.00	Prepare COBRA billings	Baseline	
BA	43.00	Track initial COBRA payments	Baseline	
BA	44.00	System should provide ability to monitor residence address changes and trigger notification of those events effecting all insurance and HMO participation and eligibility.	Report	
Benefit Plan Costs				
BA	45.00	System should provide for the following financial processes associated with group benefits administration, including:		
BA	45.01	Billing of agencies and direct premium payers for costs of group benefits	Baseline	PAM - PAYROLL ACCOUNTING MANAGEMENT
BA	45.02	Online entry of cash receipts from direct premium payers directly into Accounts Receivable and Cash Receipts function in Financial Management module	Baseline	ADVANTAGE FINANCIAL
BA	45.03	Online entry of deposits into Financial Management module	Baseline	ADVANTAGE FINANCIAL
BA	45.04	Calculation and processing of payments to benefit providers	Baseline	PAM - PAYROLL ACCOUNTING MANAGEMENT
BA	45.05	Electronic transmission of eligibility information to benefit providers	Interface	
BA	45.06	Refund of insurance premiums to employees	Baseline	PAYROLL

Reference Number	Business Requirements	Vendor Response	Comments
BA 46.00	System must provide at least the following methods of calculating employee/employer premium costs:	Baseline	
BA 46.01	Percentage	Baseline	
BA 46.02	Flat amount	Baseline	
BA 46.03	Annual limits must be applied	Baseline	
BA 46.04	Individual, individual and spouse, family, domestic partner	Baseline	
BA 46.05	Pre or post taxable income calculation	Software Customization	
BA 46.06	Monthly limit	Baseline	
BA 46.07	Age	Baseline	
BA 46.08	Amount of coverage	Baseline	
BA 47.00	System must calculate costs based on effective date with more than one cost effective during a particular period (pro-rate)	Baseline	
BA 48.00	System accumulates benefit costs by:		
BA 48.01	Department/organization/ other COA information	Report	
BA 48.02	Bargaining unit	Report	
BA 48.03	Benefit type	Report	
BA 48.04	Program	Report	
BA 48.05	Plan	Report	
BA 48.06	Provider	Report	
BA 48.07	Employee	Report	
BA 49.00	System must accept adjustments and overrides at subscriber level.	Baseline	
BA 50.00	System adjusts Department / Division costs as required.	Baseline	ADVANTAGE FINANCIAL with JV documents
BA 51.00	System maintains premium or contribution rate history (employee and County costs) on-line by:	Baseline	
BA 51.01	Plan	Baseline	
BA 51.02	Employee	Baseline	
BA 51.03	Provider	Report	
BA 52.00	System tracks current and historical benefit costs including:	Report	
BA 52.01	County cost	Report	
BA 52.02	Employee cost	Report	
BA 52.03	Total premiums/contributions	Report	
Provider / Contract Administration			
BA 53.00	System interfaces to and from providers for:		
BA 53.01	Plan costs (employee and County costs)	Interface	
BA 53.02	Deduction amount	Interface	

Reference Number	Business Requirements	Vendor Response	Comments
BA 53.03	Enrollment eligibility	Interface	
BA 53.04	Utilization	Interface	
BA 53.05	Other plan information	Interface	
BA 54.00	System provides analysis and “WHAT-IF” capabilities for contract analysis purposes	Current County System	County decided to keep current Comp system.
Query Requirements			
BA 55.00	System utilizes data from providers for analysis of specific plans:		
BA 55.01	Costs by plan	Interface	
BA 55.02	Costs by benefit type	Interface	
BA 55.03	Costs by provider	Interface	
BA 55.04	Utilization	Interface	
BA 55.05	Experience reporting	Interface	
BA 55.06	Bargaining unit	Interface	
BA 55.07	Organization	Interface	
BA 55.08	Comparison reporting	Interface	
BA 55.09	Retirement plan data	Interface	
BA 55.10	System allows ad hoc reporting on any field (Split original BA 55.10 into BA55.10 and BA 55.11)	Interface	
BA 55.11	System allows ability to create transactions.	Interface	
BA 56.00	On-line screens provide employee eligibility information, including:		
BA 56.01	Employee ID	Baseline	
BA 56.02	Employee name	Baseline	
BA 56.03	Status code	Baseline	
BA 56.04	Social Security Number	Baseline	
BA 56.05	Hire date	Baseline	
BA 56.06	Dependent demographic information	Baseline	
BA 56.07	Eligible choices for the employee	Baseline	
BA 56.08	Effective start dates for each plan	Baseline	
BA 56.09	Associated costs including age-rated life insurance premium and retirement contribution rates.	Baseline	
BA 56.10	Job class	Baseline	
BA 56.11	Birth date	Baseline	
BA 56.12	Bargaining Unit	Baseline	
BA 56.13	Marital status	Baseline	
BA 57.00	System tracks and monitor utilization of benefit plans by various criteria.	Interface	
Reporting Requirements			

Reference Number		Business Requirements	Vendor Response	Comments
BA	58.00	Provider reporting that provides the following functions on detailed and summary reports:	Report	
BA	58.01	Plan participation	Report	
BA	58.02	Plan revenues	Report	
BA	58.03	County costs by provider	Report	
BA	58.04	Provide reporting for Departments that provides the following on detailed and summary reports:	Report	
BA	58.05	Employee participation by plan	Report	
BA	58.06	Costs by bargaining unit	Report	
BA	58.07	Costs by plan	Report	
BA	58.08	Costs by organizational unit	Report	
BA	58.09	Costs by benefit type	Report	
BA	58.10	Employees eligible but not participating	Report	
BA	59.00	System prints mailing labels for:	Report	
BA	59.01	All employees	Report	
BA	59.02	Employees within a given benefit plan	Report	
BA	59.03	Employees within a given benefit status	Report	
BA	59.04	Employees within a given Bargaining Unit	Report	
BA	59.05	Employees within a given job class	Report	
BA	59.06	Employees within a given Department, by index, by location code	Report	
BA	60.00	System provides reports reflecting eligible employees not enrolled in benefit plans.	Report	
BA	61.00	System produces rosters of employees in specific benefit plans in various sequences.	Report	
Data Requirements				
BA	62.00	System tracks the following key data on providers:	Baseline	Detailed Vendor (Provider) information is contained in ADVANTAGE Financial
BA	62.01	Provider ID	Baseline	ADVANTAGE FINANCIAL
BA	62.02	Full name	Baseline	ADVANTAGE FINANCIAL
BA	62.03	Short name	Baseline	ADVANTAGE FINANCIAL
BA	62.04	Address	Baseline	ADVANTAGE FINANCIAL
BA	62.05	Primary Contact Name, Job Title, and Phone	Baseline	ADVANTAGE FINANCIAL
BA	62.06	Service Contact Name, Job Title, and Phone	Baseline	ADVANTAGE FINANCIAL
BA	62.07	Billing Contact Name, Job Title, and Phone	Baseline	ADVANTAGE FINANCIAL
BA	62.08	Subscriber Contact Name, Job Title, and Phone	Baseline	ADVANTAGE FINANCIAL
BA	62.09	Direct Deposit Banking data	Baseline	ADVANTAGE FINANCIAL
BA	62.10	Tax ID and Social Security Number	Baseline	ADVANTAGE FINANCIAL

Reference Number	Business Requirements	Vendor Response	Comments
BA 62.11	History of changes (dates)	Baseline	ADVANTAGE FINANCIAL
BA 63.00	System tracks the following data for benefit plans:	Baseline	
BA 63.01	Plan Type	Baseline	
BA 63.02	Plan name/number	Baseline	
BA 63.03	Eligibility data	Baseline	
BA 63.04	Option code	Baseline	
BA 63.05	Retirement contribution rate	Baseline	
BA 63.06	Effective date	Baseline	
BA 63.07	Termination date of coverage	Baseline	
BA 63.08	Cafeteria deduction code	Baseline	
BA 63.09	Maximum County contribution	Software Customization	
BA 63.10	Level of coverage	Baseline	
BA 63.11	Option Biweekly amount	Baseline	
BA 64.00	System tracks the following key data for benefit packages:	Baseline	
BA 64.01	Deduction code	Baseline	
BA 64.02	Description	Baseline	
BA 64.03	Effective date	Baseline	
BA 64.04	Provide ID	Baseline	
BA 64.05	Plan code / group code	Baseline	
BA 64.06	Calculation method (fixed, % gross, age etc.)	Baseline	
BA 64.07	Frequency of deduction allowed	Baseline	
BA 64.08	Total cost	Report	
BA 64.09	Maximum County Contribution (% and/or \$)	Software Customization	
BA 64.10	Administration Fee	Software Customization	County procedure for timing of administration fee not supported by Baseline - Payroll Issue
BA 64.11	Voluntary/Mandatory	Baseline	
BA 65.00	System tracks the following key deduction data for employee selected benefits:	Baseline	
BA 65.01	Employee number	Baseline	
BA 65.02	Provider ID	Baseline	
BA 65.03	Plan code	Baseline	
BA 65.04	Benefit selected (Y/N)	Baseline	
BA 65.05	Effective date	Baseline	
BA 65.06	Deduction amount (or % of gross)	Baseline	
BA 65.07	Additional amount	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
BA	65.08	Annual Limit dollars	Baseline	
BA	65.09	YTD deductions	Baseline	
BA	65.10	Annual Limit percent of gross	Baseline	
BA	65.11	Actual deduction last pay period	Baseline	
BA	65.12	Frequency of deduction	Baseline	
BA	65.13	Flexible benefit plan indicator	Baseline	Use Deduction Policy for Cafeteria Plans
BA	65.14	Retirement contribution deductions	Baseline	
BA	65.15	Credits paid current period	Baseline	
BA	65.16	Balanced owed / outstanding	Baseline	
BA	65.17	Credits paid YTD	Baseline	
BA	65.18	Total credits to be paid	Baseline	
BA	65.19	Savings Bond amount	Baseline	
BA	65.21	Positive/negative override capability	Baseline	
BA	66.00	System tracks the following key deduction data for dependent benefits:	Baseline	
BA	66.01	Name	Baseline	
BA	66.02	Address	Baseline	
BA	66.03	Social security number	Baseline	
BA	66.04	Date of birth	Baseline	
BA	66.05	Employee number	Baseline	
BA	66.06	Sex Gender	Baseline	
BA	66.07	Relationship to employee	Baseline	
BA	66.08	Effective date	Baseline	
BA	66.09	End date	Baseline	
BA	66.10	Provider ID	Baseline	
BA	66.11	Plan code	Baseline	
BA	66.13	Coverage selected (Y/N)	Baseline	
BA	66.15	Primary coverage indicator	Baseline	
BA	67.00	System tracks the beneficiary for each benefit:		County decision was to keep same level of data and processing as current CWPAY system - Does not include Beneficiary Info
BA	67.10	Last warrant	Baseline	
New Requirements				
NBA	68.00	Support retroactive processing for the following types of events: contributions (savings plans, retirement plans, cafeteria plans, etc.) including both employee and County contributions	Software Customization	Payroll

Functional Category: eHR - Payroll

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
GENERAL REQUIREMENTS			
PY 1.00	The Payroll component is designed to meet a number of management and accounting objectives. These objectives include the ability to:		
PY 1.01	Maintain data files for year-to-date totals (fiscal and calendar year) by individual employee and source of fund	Baseline	Demonstrated employee payroll inquiry screens that displays year-to-date totals for individual employees.
PY 1.02	Provide approval for all payroll hours, leave hours and employee reimbursable costs.	Baseline	This capability is available through setup of Security and Workflow.
PY 1.03	Control distribution of payroll check / warrants / deposit advices to County Departments / Agencies	Interface	Note that the County has made the decision to retain the current external vendor used to print paychecks and will continue with its current process for distribution of payroll checks.
PY 1.04	Support State taxes, deposit Federal taxes withheld, comply with Federal and State payroll tax reporting requirements	Baseline	Demonstrated Advantage's adherence to State and Federal taxation requirements.
PY 1.05	Review employee pay and benefit detail on-line	Baseline	Demonstrated employee payroll inquiry screens that displays payroll and deduction/benefit summary detail information online.
PY 2.00	Produce W-2, W-2P, and 1099 forms - Generate the forms in the correct format and have the ability to select from varying formats (i.e. mailer or side by side)	Interface	The County has decided to continue contracting out the printing of year-end W-2s and implement an interface process that will allow employees and departments to view and download the W-2s through employee self service (ESS).

Reference Number	Business Requirements	Vendor Response	Comments
PY 2.01	Calculate and produce duplicate W-2, W2-P and 1099 forms for multiple years	Interface	In Advantage, the W-2P and 1099 forms are combined into a single 1099 form. Advantage has the functionality of calculating W-2 and 1099 information. However, the county has decided to continue contracting out the printing of year-end W-2s. An interface will be implemented to allow employees and departments to view and download the W-2s through employee self-service. Duplicate W-2s or 1099s will be produced by Advantage 3 HRM for individual employees. Years prior to Advantage HRM will use prior methods.
PY 2.02	Calculate and produce amended W-2, W2-P and 1099 forms for multiple years	Baseline	In Advantage, the W-2P and 1099 forms are combined into a single 1099 form. Advantage has the functionality of calculating W-2 and 1099 information. However, the county has decided to continue contracting out the printing of year-end W-2s. An interface will be implemented to allow employees and departments to view and download the W-2s through employee self-service. Duplicate W-2s or 1099s will be produced by Advantage 3 HRM for individual employees. Years prior to Advantage HRM will use prior methods.
PY 5.00	Maintain salary, deduction, and pay history for each employee for user defined number of periods	Baseline	Demonstrated the inquiry screens in the Payroll Management and Deduction Management Activity Folders that are available for reviewing historic pay and deduction detail.
PY 6.00	Provide ability to archive and retrieve employee payroll data based on user defined criteria	Baseline	Demonstrated in the Technical Assessment document.
PY 7.00	System should contain flexible workflow for approval and routing of the following payroll events:		
PY 7.01	Proof list review prior to payroll processing	Baseline	Available in AHRM 3.7. Proof list will be able to be sent via email.
PY 7.02	Supplemental Warrant Processing	Baseline	Demonstrated the supplemental payroll process in Advantage, including the Supplemental Pay Trigger screen.
PY 7.03	Updating of payroll calculation tables (deductions, taxes, etc.)	Baseline	Demonstrated the deduction-related tables, including setup options.

Reference Number	Business Requirements	Vendor Response	Comments
PY 8.00	Payroll will be integrated with the following LACAS components:		
PY 8.01	Personnel Administration	Baseline	Demonstrated integration during End-to-End (ETE) Prototyping, as well as all Payroll Prototyping which involved setting up and paying employees.
PY 8.02	Benefits Administration	Baseline	Demonstrated integration during End-to-End (ETE) Prototyping, as well as all Payroll Prototyping which involved setting up and paying employees with benefits.
PY 8.03	Compensation	Baseline	Demonstrated integration during End-to-End (ETE) Prototyping, as well as all Payroll Prototyping which involved setting up and paying employees with various levels and types of compensation.
PY 8.04	Position Control	Baseline	Demonstrated integration during End-to-End (ETE) Prototyping, as well as all Payroll Prototyping which involved setting up and paying employees within various positions.
PY 8.05	Cost Accounting/Allocation	Baseline	Handled by PAM
PY 8.06	Accounts Payable	Baseline	Handled by PAM
PY 8.07	General Ledger	Baseline	Handled by PAM
PY 8.08	Labor Distribution	Baseline	Handled by PAM
PY 8.09	Budget Development	Baseline	Handled by Position Control
PY 8.10	Budget Control	Baseline	Handled by Position Control
PY 8.11	Time & Labor	Baseline	Demonstrated integration during End-to-End (ETE) Prototyping, as well as all Payroll Prototyping which involved setting up and paying employees using timesheets with various types of activity.
PY 9.00	Integration with cost accounting components will be at the detail level by employee, including:		
PY 9.01	Pay	Baseline	Handled by PAM
PY 9.02	Benefit costs	Baseline	Handled by PAM
PY 9.03	Equipment usage	Baseline	Handled by PAM
PY 9.04	Project and other Chart of Account information	Baseline	Handled by PAM
PY 10.00	Payroll will interface with various other systems, including:		
PY 10.01	Banks (direct deposits, check lists for positive pay, account reconciliation)	Baseline	Handled by PAM
PY 10.02	Third party carriers (coverage information, deduction amounts, etc.)	Baseline	Handled by PAM
PY 10.03	Worker's compensation	Interface	External interfaces will be developed that will create and send data files.

Reference Number	Business Requirements	Vendor Response	Comments
PY 10.04	Retirement	Interface	External interfaces will be developed that will create and send files to TPAs.
PY 10.05	Bargaining units (union dues)	Interface	
PY 10.06	Other third party deduction recipients (credit unions, charities, etc.)	Interface	
PY 10.07	Other governmental agencies (EDD, PERS, FTB, IRS, SSA)	Interface	
PY 10.08	Other departmental and third party timekeeping systems	Interface	Handled by Time and Attendance
PY 11.00	Employee self-service capabilities with at least the following:		
PY 11.01	Review of pay and deductions	Baseline	
PY 11.07	Request duplicate pay stubs	Baseline	
PY 12.00	Key Payroll volumes:		
PY 12.01	Employees - 100,000+	Baseline	This requirement is covered in the Technical Assessment.
	Calculations		
PY 13.00	System supports paying employees based on Item/Sub (monthly permanent, monthly recurrent, daily as needed, per visit, per session, etc.)	Baseline	Demonstrated paying employees in various Item/Item-Sub combinations and pay increments.
PY 14.00	Base rate calculations as defined in Compensation using salary schedules, hourly rates, per visit, etc.	Baseline	Demonstrated paying employees in various Item/Item-Sub combinations and pay increments.
PY 15.00	Calculate additional pay as defined in Compensation (flat rate, % of base, skills & certificates, etc.)	Baseline	Demonstrated paying employees in various pay components, i.e., %, flat rates, etc.
PY 16.00	Ability to assign unlimited number of additional pay types to an individual employee. May be assigned for current pay period only on an ongoing basis consistent with rules contained in Compensation for that type of pay.	Baseline	Demonstrated paying employees various types of pay/earnings.
PY 17.00	Calculate schedule and level bonuses (pay at a different level in the salary schedules based on eligibility for this bonus)	Baseline	Demonstrated paying employees at various levels of pay (i.e., grade/step) for regular pay and bonus pay.
PY 18.00	Provide for the ability to override compensation table amounts for individual employees (supervisors must make more than subordinates, Y-rates) and identify each as an individual pay type	Baseline	Handled by Compensation
PY 19.00	Provides automatic calculation of step, increment and percentage amount for all employees	Baseline	Demonstrated paying employees at various levels of pay (i.e., grade/step) for regular pay and bonus pay.
PY 20.00	When computing step increase timing, system must provide for a step increases at varying time intervals based on user defined parameters (ex - step increase in 1/2 normal time if below bottom of range after a promotion)	Software Customization	Handled by Compensation
PY 21.00	Ability to stop payment of individual bonuses after a user defined period of leave (currently 60 days)	Offline Process	Handled by HR Admin
PY 22.00	Automatically calculate salary when personnel actions change compensation (promotions, demotions, etc.)	Baseline	Demonstrated pay for employees with a salary change in middle of pay period.

Reference Number	Business Requirements	Vendor Response	Comments
PY 23.00	Allow one employee to have multiple pay statuses during any pay period	Baseline	Demonstrated pay for employees with changes in jobs and status in middle of pay period.
PY 24.00	Allow one employee to be paid in more than one position during a pay period	Baseline	Demonstrated pay for employees with more than one job.
PY 25.00	When more than one position is used for the pay period, the position that is designated as primary governs benefit, leave, and other calculations	Baseline	Demonstrated pay for employees with more than one job.
PY 26.00	Calculate leave payments in accordance with rules and methods specified in leave accounting	Baseline	Handled by Leave Processing
PY 27.00	Calculate/verify overtime consistent with FLSA rules and MOU's, including:	Baseline	Handled by FLSA
PY 27.01	Overtime calculations over more than one position	Baseline	Handled by FLSA
PY 27.02	Overtime across multiple departments	Baseline	Handled by FLSA
PY 27.03	Overtime that is recorded on multiple timesheets	Baseline	Handled by FLSA
PY 27.04	Overtime calculations for various user defined thresholds (over 40 hours, over 160 hours, etc.)	Baseline	Handled by FLSA
PY 27.05	"Built in" overtime	Software Customization	Handled by FLSA
PY 27.06	Overtime determination is made by MOU and job class	Baseline	Handled by FLSA
PY 27.07	Overtime may be accumulated as CTO based on user defined rules	Baseline	Handled by FLSA
PY 27.08	Recognize differences between FLSA time periods and pay periods / work schedules	Baseline	Handled by FLSA
PY 27.09	Stop paying overtime at a specified limit for a time period (produce report of employees who exceeded the overtime limit and have some amount of unpaid overtime)	Software Customization	Handled by FLSA
PY 28.00	Determine how overtime has been earned by cost center to allow for proper cost accounting	Report	Handled by FLSA
PY 29.00	System calculates employee deductions and County contributions based on:		
PY 29.01	Fixed amount	Baseline	
PY 29.02	% amount of pay (base pay, all pay, departmental pay, etc.)	Baseline	The County has decided to modify Advantage 3 HRM to include Cafeteria Benefit contributions in the deduction bases.
PY 29.03	Limit amounts (County defined and employee defined)	Baseline	
PY 29.04	Start date	Baseline	
PY 29.05	Stop date	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
PY 29.06	Process various arrears options (i.e. take all of the deduction, take as much as possible or take none)	Baseline	The County has decided to modify Advantage 3 HRM to automatically process arrears for employees without enough pay in a previous payroll, including the next available supplemental pay received or final termination pay.
PY 29.07	One time overrides to amounts	Baseline	
PY 29.08	User and employee defined distribution of cafeteria benefits	Software Customization	The County has decided to modify Advantage 3 HRM to provide a Cafeteria Benefit Plan.
PY 30.00	Provide the ability to process garnishments (including child support, tax liens, etc.):		
PY 30.01	Fixed amount	Baseline	
PY 30.02	Fixed amount up to a % of pay	Software Customization	The County has decided to modify Advantage 3 HRM to provide a California-specific child support routine to account for mixture of % and fixed amounts.
PY 30.03	Fixed amount Plus % up to a maximum	Software Customization	The County has decided to modify Advantage 3 HRM to provide a California-specific child support routine to account for mixture of % and fixed amounts.
PY 30.04	% of disposable income limit up to maximum	Baseline	
PY 30.05	Multiple payees	Baseline	
PY 30.06	Show on paycheck stub option	Baseline	
PY 30.07	Processing fee	Software Customization	The County has decided to modify Advantage 3 HRM to fully automate process of a % processing fee for the Sherriff's Department to be included in all garnishment goal amounts.
PY 30.08	Total amount	Baseline	
PY 30.09	Types of earnings subject to garnishment	Baseline	
PY 30.10	Start date	Baseline	
PY 30.11	End date	Baseline	
PY 30.12	Ability to process multiple garnishments per employee and assign user defined priorities	Baseline	
PY 31.00	Calculate tax amounts in accordance with:		
PY 31.01	Legal requirements	Baseline	
PY 31.02	Employee elections	Baseline	
PY 31.03	Withholding of additional amounts as specified by employee	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
PY 31.04	Considerations for pre-tax salary reductions for certain items (401K, flexible spending accounts, cafeteria plans, etc.)	Software Customization	The County has decided to modify Advantage 3 HRM to automatically split and process pre-tax salary reductions for certain items.
PY 31.05	Effective date of tax	Baseline	
PY 32.00	Support the deduction, processing, and tracking of 401K ,457,401A/TPP contributions (including monitoring limits and providing information and payments to plan administrators) and other County sponsored employee retirement savings plans	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 32.01	Deductions from employee payroll	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 32.02	Tracking of amounts	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 32.03	Calculate appropriate tax whether pre-tax or post-tax contribution	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 32.04	Provide for different state and federal limits	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 32.05	Provide information and payments to plan administrators	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 32.06	Calculation of County match and payment to plan administrators	Baseline	
PY 32.07	Ability to recognize and account for County match that has been paid to LACERA in advance	Software Customization	Handled by PAM
PY 32.08	Ability to suspend County match	Software Customization	The County has decided to modify Advantage 3 HRM to automatically reverse fringe payments when an employee's benefit deduction is not able to be processed due to a negative wages and thus, goes into arrears.
PY 32.09	Ability to track amounts of deferred match and retroactively apply the match	Software Customization	The County has decided to modify Advantage 3 HRM and develop an automated retroactive deduction process for benefits and deductions.
PY 33.00	Provide the ability to process other employee deductions such as:		
PY 33.01	Flexible spending accounts	Baseline	Handled by Benefits Admin
PY 33.02	Charity contributions	Baseline	Deomonstrated setup and processing of charitable contribution deductions.
PY 33.03	Loan payments	Baseline	
PY 34.00	Route agency payments to accounts payable for payment	Baseline	Handled by PAM
PY 35.00	Provide the ability to process salary deferrals	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.

Reference Number	Business Requirements	Vendor Response	Comments
PY 35.01	Track deferral amounts	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 35.02	Calculate taxes on any amounts deferred as provided by the deferral program	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 35.03	Payment of deferral amounts when elected	Software Customization	The County has decided to modify Advantage 3 HRM to support rules provided in the LA County Plan documents.
PY 37.00	System handles Savings Bond processing	Current County System	The County has decided to use the Federal Savings Bond System.
PY 37.01	Track deduction amount, purchase amount, owners	Current County System	The County has decided to use the Federal Savings Bond System.
PY 37.03	Purchase multiple bonds per payroll cycle, including different denominations and owners	Current County System	The County has decided to use the Federal Savings Bond System.
PY 37.04	Accumulate balance across pay periods if funds not sufficient to purchase bond	Current County System	The County has decided to use the Federal Savings Bond System.
PY 37.05	Support multiple series of saving bonds, including e-bonds and I-bonds	Current County System	The County has decided to use the Federal Savings Bond System.
PY 37.06	Process bond deduction refunds during pay event cycle.	Current County System	The County has decided to use the Federal Savings Bond System.
PY 38.00	Perform calculations and processing required for employee terminations:		
PY 38.02	Payoff of vacation, etc.	Baseline	Handled by Leave processing
PY 38.03	Purchased leave	Offline Process	The County has decided to develop an internal interface to calculate the rate used to determine an employee's monthly cost of EAL.
PY 38.04	Defer payoff of accrued benefits at the time of termination (pay later and in installments)	Baseline	Handled by Time and Attendance
PY 38.05	Ability to produce a separate check for termination pay	Baseline	
PY 38.06	Ability to combine last regular check and payoff check	Baseline	
PY 39.00	Support retroactive processing for the following types of events:		
PY 39.01	Hours adjustments	Baseline	
PY 39.02	Additional pay adjustments	Baseline	
PY 39.03	Salary adjustments for an individual	Baseline	
PY 39.04	Salary adjustment to a group of individuals due to schedule changes (benefit adjustments)	Software Customization	The County has decided to modify Advantage 3 HRM and develop an automated retroactive deduction process for benefits and deductions.

Reference Number	Business Requirements	Vendor Response	Comments
PY 39.05	Deduction adjustments to individuals	Software Customization	The County has decided to modify Advantage 3 HRM and develop an automated retroactive deduction process for benefits and deductions.
PY 39.06	Deduction adjustments to groups of employees due to changes to benefit rates, etc.	Software Customization	The County has decided to modify Advantage 3 HRM and develop an automated retroactive deduction process for benefits and deductions.
PY 39.07	Leave balances	Software Customization	Handled in Leave Processing
PY 39.08	Contributions (savings plans, retirement plans, cafeteria plans, etc.) including both employee and County contributions	Software Customization	The County has decided to modify Advantage 3 HRM and develop an automated retroactive deduction process for benefits and deductions.
PY 39.09	Reinstatements	Baseline	Handled in HR Admin
PY 39.10	Terminations	Baseline	Handled in HR Admin
PY 39.11	Personnel events (promotions, demotions, transfer)	Baseline	Handled in HR Admin
	Pay Processing		
PY 40.00	Support County's current processing method of calculating payroll at the end of each month and providing an advance in the middle of the month	Baseline	
PY 41.00	System must allow for various pay cycle frequencies:		
PY 41.01	Monthly	Baseline	
PY 41.02	Semi-monthly	Baseline	
PY 41.03	Bi-weekly	Baseline	
PY 41.04	Weekly	Baseline	
PY 41.05	Special	Baseline	
PY 42.00	Ability to process employees on either positive time reporting or exception time reporting	Baseline	
PY 43.00	Ability to select a group of employees for any payroll processing event	Baseline	
PY 44.00	Ability to run pay calculations as a "proof" run for review prior to the final pay run:		
PY 44.01	Flag exception conditions (zero hours, over X hours, incomplete benefit data, etc.)	Software Customization	The County has decided to modify Advantage3 HRM to provide certain exception conditions during payroll runs.
PY 44.02	Allow adjustments to data prior to the final run	Baseline	Available in release 3.7 of Advantage 3 HRM.
PY 44.03	Recalculate only what is required based on changes	Baseline	Available in release 3.7 of Advantage 3 HRM.
PY 45.00	Produce various user definable pay stub and check (if requested) formats	Interface	The County has decided to continue to use TPA to print pay-statements and modify the check-file output to include any additional data needed for the checkstub.
PY 46.00	Provide for direct deposit of employee pay to one or more bank accounts based on employee selectable options	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
PY 47.00	Calculate pay on-line and produce warrants including deductions and taxes	Baseline	
PY 47.01	Validate against employee's master file for deductions, job classification, tax data, etc.	Baseline	
PY 47.02	Update all employee and employer accumulators automatically	Baseline	
PY 47.03	Include in pay event reconciliation	Baseline	
PY 47.04	Entered at any point in time	Baseline	
PY 47.05	Print to a remote printer	Baseline	
PY 47.06	Batch manual check / warrants to print together	Baseline	
PY 48.00	System provides for on-line check / warrant calculation	Baseline	
PY 49.00	System allows for one warrant per department	Baseline	The County has decided to provide only one check per job, not per department.
PY 50.00	Provides for the support of overpayments, including:		
PY 50.01	Flagging payments that may be incorrect based on user defined rules	Baseline	
PY 50.02	Generating letters to employees outlining options for repayment	Report	
PY 50.03	Processing the collection of overpayments as checks from employees	Baseline	The County has decided to change it's current practice to mirror the Advantage 3 HRM process for collection of overpayments.
PY 50.04	Processing of overpayments as deductions from future checks	Baseline	The County has decided to change it's current practice to mirror the Advantage 3 HRM process for collection of overpayments.
PY 50.05	Disabling the calculation of a retroactive adjustment when hours are corrected in connection with an overpayment	Baseline	The County has decided to change it's current practice to mirror the Advantage 3 HRM process for collection of overpayments.
PY 51.00	Process vacation pay advances when approved in accordance with County policy	Baseline	
PY 52.00	Ability to pay last check to designated beneficiary at death of employee with appropriate withholdings and deductions	Baseline	
Audit and Controls			
PY 53.00	Provide controls that specify expected minimum and maximum hours and amounts by:		
PY 53.01	Department	Baseline	Handled by HR Admin
PY 53.02	Job class	Baseline	Handled by HR Admin
PY 53.03	Other user specified	Baseline	Handled by HR Admin
PY 53.04	Earnings code	Baseline	Handled by Compensation
PY 54.00	Prior to payroll processing, validate beginning balances against ending balances from last run - stop processing if error occurs	Report	

Reference Number	Business Requirements	Vendor Response	Comments
PY 55.00	Provide the ability to define error condition counters that will allow payroll to continue processing if individual errors occur, but will stop processing if large numbers of errors are identified (indicating an underlying set-up problem).	Report	
PY 56.00	System provides validations at field level for both on-line and batch input such as:		
PY 56.01	Validation of all input for new employees	Baseline	
PY 56.02	Validation of changes for current employees on the master file	Baseline	
PY 56.03	Validation of all deduction changes	Baseline	
PY 56.04	Validation of cost accounting data elements	Baseline	Handled by PAM
PY 56.05	Validation of chart of account data elements	Baseline	Handled by PAM
PY 56.06	Balance of total rate, hours, over-time hours, exception hours	Baseline	Handled by Time and Attendance
PY 56.07	Balance of vacation and sick used by	Baseline	Handled by Leave Processing
PY 56.08	Department / Agency	Baseline	Handled by HR Admin
PY 57.00	System provides totals for reconciliation of:		
PY 57.01	Changes to employee pay, deductions, and taxes	Baseline	
PY 57.02	Changes to employer deductions and taxes	Baseline	
PY 57.03	Government reporting for each employee	Report	Handled by Reports
PY 58.00	System provides historical records for every financial transaction as a complete audit trail.	Baseline	
PY 59.00	System provides a complete audit trail of all records updated on-line.	Baseline	
PY 60.00	System provides a payroll proof list of all payroll calculations, gross-to-net, before check / warrants are produced, including:		
PY 60.01	Hours by type	Baseline	
PY 60.02	Earnings by type	Baseline	
PY 60.03	Employee tax liabilities	Baseline	
PY 60.04	Employee deduction amount	Baseline	
PY 60.05	Employer contribution amount	Baseline	
PY 60.06	Deductions not taken and set-up in arrears	Baseline	
PY 60.07	Employer portion of all taxes	Baseline	
PY 60.08	Totals by employee, project, cost center, division, department, classification, bargaining unit, and total County	Baseline	
	Reporting & Queries		
PY 61.00	System produces the following standard reports:	Report	Handled by Reports
PY 61.01	Employee profile	Report	Handled by Reports
PY 61.02	Savings Bonds	Report	Handled by Reports
PY 61.03	Promotions report	Report	Handled by Reports
PY 61.04	Personnel roster	Report	Handled by Reports

Reference Number	Business Requirements	Vendor Response	Comments
PY 61.05	Purged employee listing	Report	Handled by Reports
PY 61.06	Leave of absence	Report	Handled by Reports
PY 61.07	Elected officials roster	Report	Handled by Reports
PY 61.08	FLSA overtime report	Report	Handled by Reports
PY 61.09	Deferred compensation – composite report	Report	Handled by Reports
PY 61.10	Deferred compensation – total wages and deductions	Report	Handled by Reports
PY 61.11	Manual issue check / warrant / warrant listing	Report	Handled by Reports
PY 61.12	Miscellaneous deduction maintenance listing	Report	Handled by Reports
PY 61.13	Workers' Compensation report	Report	Handled by Reports
PY 61.14	Master file maintenance listing	Report	Handled by Reports
PY 61.15	Current, quarterly, & year-to-date balancing reports	Report	Handled by Reports
PY 61.16	Selected deduction register by code	Report	Handled by Reports
PY 61.17	Notice of Workers' Compensation benefits	Report	Handled by Reports
PY 61.18	semi-monthly time sheet transmittal (positive & exception reporting)	Report	Handled by Reports
PY 61.19	semi-monthly time sheet (positive pay)	Report	Handled by Reports
PY 61.20	Quarterly withholding summary	Report	Handled by Reports
PY 61.21	Quarterly State unemployment insurance	Report	Handled by Reports
PY 61.22	Adjustment register (supplemental payroll register)	Report	Handled by Reports
PY 61.23	Workers' Compensation attendance history report	Report	Handled by Reports
PY 61.24	Judges Retirement Contribution Report	Report	Handled by Reports
PY 61.25	Levy tracking report by type (garnishments)	Report	Handled by Reports
PY 61.26	Labor code 4850 check / warrant listing	Report	Handled by Reports
PY 61.27	Leave statements	Report	Handled by Reports
PY 61.28	W-2 audit / final reports	Report	Handled by Reports
PY 61.29	Status code changes report	Report	Handled by Reports
PY 61.30	Net deposit financial institutions	Report	Handled by Reports
PY 61.31	Mid-pay period changes report	Report	Handled by Reports
PY 61.32	Workers' Compensation leave report	Report	Handled by Reports
PY 61.33	Administrative management roster	Report	Handled by Reports
PY 61.34	Employee hours control	Report	Handled by Reports
PY 61.35	New appointments report	Report	Handled by Reports
PY 61.36	Termination report	Report	Handled by Reports
PY 61.37	Current ytd mileage report	Report	Handled by Reports
PY 61.38	Employees transferred	Report	Handled by Reports
PY 61.39	W-4, DE-4, and W-5 changes	Report	Handled by Reports
PY 61.40	Annual salary increase	Report	Handled by Reports

Reference Number	Business Requirements	Vendor Response	Comments
PY 61.41	Rate change report	Report	Handled by Reports
PY 61.42	Deduction register	Report	Handled by Reports
PY 61.43	HMO report	Report	Handled by Reports
PY 61.44	Error log	Report	Handled by Reports
PY 61.45	Retirement rate increase	Report	Handled by Reports
PY 61.46	Deduction register summary	Report	Handled by Reports
PY 61.47	Deduction register/ alpha sort	Report	Handled by Reports
PY 61.48	Biweekly attendance report	Report	Handled by Reports
PY 61.49	Federal 941 report	Report	Handled by Reports
PY 61.50	State DE3DP report	Report	Handled by Reports
PY 61.51	Earned income credit report	Report	Handled by Reports
PY 61.52	Payroll proof report	Report	Handled by Reports
PY 61.53	Employee balances report	Report	Handled by Reports
PY 61.54	Arrears report	Report	Handled by Reports
PY 61.55	Payroll calculation	Report	Handled by Reports
PY 61.56	Retroactive pay detail	Report	Handled by Reports
PY 61.57	Retroactive pay summary	Report	Handled by Reports
PY 61.58	Ad hoc reporting	Report	Handled by Reports
PY 61.59	Labor distribution error report	Report	Handled by Reports
PY 61.60	Budget to actual hours report by ordinance position	Report	Handled by Reports
PY 62.00	The system must have built-in report capabilities that cover all of the normal reporting requirements of periodic activities and daily posting of personnel and position control files.	Report	Handled by Reports
PY 63.00	Transaction Listings to show current adjustments based on user defined time period.	Report	Handled by Reports
PY 64.00	Personnel history report showing the employees' county work history.	Report	Handled by Reports
PY 65.00	Family leave report to show employees who have used parental leave hours.	Report	Handled by Reports
PY 66.00	Vacation report for vacation being paid off.	Report	Handled by Reports
PY 67.00	CTO report for employees getting paid off for one year old CTO.	Report	Handled by Reports
PY 68.00	CTO report generated for employees on the 9/80 and 4/40 schedule when the holiday falls on their day off.	Report	Handled by Reports
PY 69.00	Overtime reports, attendance reports, reports on sick time and vacations by employees including day of the week.	Report	Handled by Reports
PY 70.00	Payroll register, deduction and other earnings report, leave balance report (vacation, sick leave, HIL, CTO).	Report	Handled by Reports
PY 71.00	Vehicle retention report listing every employee on home retention from the vehicle retention field code area.	Report	Handled by Reports

Reference Number	Business Requirements	Vendor Response	Comments
PY 72.00	Tracking reports linked to work distribution fields.	Report	Handled by Reports
PY 73.00	Promotion Report for any given time (generally the fiscal year). The report would include employee name, old classification, old budget unit, new classification, new budget unit, EEO information.	Report	Handled by Reports
PY 74.00	New Hires Report for any given time (generally the fiscal year). The report would include employee name, classification, budget unit, EEO information.	Report	Handled by Reports
PY 75.00	Transfer Report for any given time (generally the fiscal year). The report would include employee name, old classification, old budget unit, new classification, new budget unit, EEO information.	Report	Handled by Reports
PY 76.00	Termination Report for any given time (generally the fiscal year). The report would include employee name, classification, budget unit, EEO information, and reason for termination.	Report	Handled by Reports
PY 77.00	The system must have ad hoc report generation capability, allowing the more sophisticated users to accumulate information of a specific nature to meet a nonrecurring requirement.	Report	Handled by Reports
PY 78.00	The system must show the past pay period details and pay warrant information for the last three years.	Report	Handled by Reports
PY 79.00	The system must be able to produce management buy-back information. Automation of check / warrants.	Report	Handled by Reports
PY 80.00	Identification of people who went to training class should be generated.	Report	Handled by Reports
PY 81.00	The system must be able to produce and calculate Temporary Disability (TD) payments and reporting TD claims.	Report	Handled by Reports
PY 82.00	The system must be able to automate the distribution and recovery of reports.	Report	Handled by Reports
Additional Requirements			
PY 83.00	Restrict the ability to update the HIT information for employees as needed.	Software Customization	
PY 84.00	Automatically track partial deductions and only pay full premiums to Health Care providers.	Software Customization	
PY 85.00	Provide the ability to automatically enroll administrative fees	Software Customization	
PY 86.00	Provide the ability to automatically establish and maintain pre and post-tax deductions for benefits.	Software Customization	
PY 87.00	Provide the ability automatically edit and validate benefit eligibility based upon retirement plan and sub-item changes.	Software Customization	
PY 88.00	Provide the ability to automatically terminate employee benefits based upon appropriate job changes/termination.	Software Customization	

Reference Number	Business Requirements	Vendor Response	Comments
PY 89.00	Allow deductions to be 100% of salary (e.g., Savings Plan).	Software Customization	
PY 90.00	Provide the ability automatically stop a employer contribution when the employee deduction cannot be taken.	Software Customization	
PY 91.00	Provide the ability to calculate a SIB Present Value Indicator for Imputed Income.	Software Customization	
PY 92.00	Provide the ability to maintain taxable value of Group Term Life Insurance (Imputed Income).	Software Customization	
PY 93.00	Provide for automated population of the termination date for exempt W-4 and W-5 forms.	Software Customization	
PY 94.00	Provide the ability to separately report redeposited checks and track various values for Redeposited Checks, including Redeposited-Stopped and Reposited-Cancelled.	Software Customization	
PY 95.00	Provide the ability to invoke a "pay-status hours test" for providing certain benefits.	Software Customization	
PY 96.00	Provide for multiple input documents to allow certain deduction information to be controlled centrally, while allowing other information to be maintained decentrally.	Software Customization	
PY 97.00	Provide the ability to establish "non-restricted" pay events, i.e. earnings that can be applicable to any employee.	Software Customization	Potentially available in release 3.8 of Advantage 3 HRM baseline.
	FLSA Additional Requirements		
FL 98.00	The system should be able to accommodate combining hours from multiple appointments (jobs) or excluding hours for FLSA purposes	Baseline	The CCC determined that no modification is necessary. If a work around is needed, a separate (non-FLSA eligible) event will be established for use with the secondary appointment.
FL 99.00	The County has multiple FLSA cycles for each type of week, for example a 7 day flsa cycle may begin on Sunday, Monday, Tuesday, etc.... In addition, the County has multiple work schedules, 4/40, 9/80, etc... The system must be able to track all of these.	Baseline	These will be tracked as separate FLSA profiles with unique FLSA work cycles so that the appropriate ending date of each FLSA work week can be tracked on Pay Cycle.
FL 100.00	The system must be able to accomodate FLSA for the 9/80 work schedule.	Software Customization	This is included in FLSA_002 - a customization for mid-day FLSA work period start times.
FL 101.00	The system should be able to control accrual/usage of comp time and paid overtime for different groups of exempt employees.	Policy & Procedures	The System can control accrual/usage of Comp tiem. The County will update its policy & procedures to use the Advantage functionality. The County will track all exempt employees together and control their accrual/usage of comp time and paid overtime through the setup of different pay/leave policies.

Reference Number	Business Requirements	Vendor Response	Comments
FL 102.00	The system must accomodate many FLSA work cycle per pay cycle.	Software Customization	This is included in FLSA_004 - a customization to automatically populate the Pay Cycle table and to include additional FLSA work cycles in a single pay cycle.
FL 103.00	The system must be able to automatically generate the FLSA work cycle end dates	Software Customization	This is included in FLSA_004 - a customization to automatically populate the Pay Cycle table and to include additional FLSA work cycles in a single pay cycle.
FL 104.00	The system should display an employees hourly pay rate including different components of pay.	Software Customization	This is included in FLSA_005 - a customization to enhance the view/usability of the online pay details.
FL 105.00	The system must track FLSA eligibility for different groups of people using the same event.	Baseline	Two unique events will be established for each leave usage type that is treated differently for overtime calculations for different employee populations. The employees will be restricted to use only the appropriate code based on their pay/leave policy setup.
FL 106.00	The system must accomodate an automated process to allow for the choice of cash vs. comp on the timesheet for FLSA non-exempt employees. LAC allows employees (based on MOU) to choose all cash, all comp, comp-straight and pay premium, or comp-premium and pay straight.	Software Customization	The CCC chose to move forward with a renegotiated policy with the Pharmacists to simplify the scenarios; as well as a cost for the resulting simplified modification. This is included in FLSA_007- a customization to allow for the choice of cash vs. comp time.
FL 107.00	The system must accomodate not paying FLSA Premium unless it is reported by the employee as paid overtime.	Software Customization	This is included in FLSA_008 - a customization to edit against 'regular' hours on the timesheet.
FL 108.00	The system must be able to track a mid shift i.e.start at say 12 noon. We need to be able to handle a 40 hour week that starts mid shift	Software Customization	This is included in FLSA_002 - a customization for mid-day FLSA work period start times.
FL 109.00	The system must have logic that any 100% leave useage entered on a holiday counts towards FLSA calculations whereas the same event if used on a day that is not a holiday will not count towards FLSA calculations.	Software Customization	This is included in FLSA_009 - a customization to ensure that employees do not utilize the wrong events on holidays or non-holidays.
FL 110.00	The County would like to see the hours for which premium was paid on the FLSA premium pay detail record.	Software Customization	This is included in FLSA_005 - a customization to enhance the view/usability of the online pay details.
FL 111.00	The County guarantees time and 1/2 for certain earnings codes (like callback). and must also compare the premium generated for the work week to what FLSA would have calculated and pay the employee the net difference if FLSA would have resulted in a larger premium payment. (If the FLSA amount is less than the guaranteed 1.5x for the hours, the employee is paid the guaranteed premium.)	Software Customization	This is included in FLSA_011 - a customization to compare the FLSA required premium with the guaranteed premium to ensure the employee receives the minimum required amount of compensation.

Reference Number	Business Requirements	Vendor Response	Comments
FL 112.00	When the County enters ordered overtime as a code the system automatically treats all paid leave hrs entered in the same wk week as eligible towards FLSA calculation. Advantage would require two paid leave codes to handle that. County to consider getting rid of the distinction between ordered and voluntary overtime	Policy & Procedures	The baseline system handles overtime. The CCC/CAO recommended a policy change to treat all overtime as ordered overtime, thereby eliminating the need for a modification.
FL 113.00	The system should have one online screen where a user can view all the pay details instead for all pay periods.	Software Customization	This is included in FLSA_005 - a customization to enhance the view/usability of the online pay details.
FL 114.00	The system must prorate bonuses in the following manner: take the pay period bonus amount, multiplies by 24 (to annualize) and divides by the number of FLSA work periods in the year (e.g., 52 for 7-day).	Baseline	
FL 115.00	If an employee changes FLSA work cycles within a pay period, the County would like the system to evaluate the employee's hours based on both the old and the new FLSA work periods and pay the employee the better of the two for premium.	Baseline	
FL 116.00	The County would like the ability to charge overtime premium to the actual job for which the overtime was entered.	Software Customization	The CCC originally recommended that the baseline Advantage 3 HRM functionality be used. This item was re-introduced in a later meeting and the CCC approved chose to move forward with a cost for a modification. This is included in FLSA_014 - customization to charge the overtime costs to specific units (based on where overtime was charged).
FL 117.00	For Fire workdown overtime is forced at a lower rate of pay for those hrs (i.e. 1.5 rate manually entered for hours).	Baseline	The County does not track these positions as secondary appointments (and will not do so in the future). The timekeeper must manually enter the override rate for the work down hours because of the various bonuses that must be factored in. In Advantage 3 HRM, the user may use the override Grade, Step, Title, and/or Rate to enter this information. FLSA premium is then calculated based on the regular rate of pay (average for the work period), which is consistent with all other scenarios.

Reference Number	Business Requirements	Vendor Response	Comments
FL 118.00	Exempt hourly (physician) - allowed to accrue straight comp time for OT worked. Comp up to balance limit and automatically pay cash for the rest.	Software Customization	The CCC chose to move forward with a renegotiated policy with the Pharmacists to simplify the scenarios; as well as a cost for the resulting simplified modification. This is included in FLSA_007- a customization to allow for the choice of cash vs. comp time.
FL 119.00	LAC tracks whether the secondary appt is similar to the primary appt and if only if they are similar, they should be combined for FLSA calculation purposes.	Policy & Procedures	The CCC determined that no modification is necessary. If a work around is needed, a separate (non-FLSA eligible) event will be established for use with the secondary appointment.
FL 120.00	LAC must be able to track the FLSA exempt/non-exempt ID on the secondary appt.	Baseline	If needed, a separate (non-FLSA eligible) event will be established for use with the secondary appointment.
FL 121.00	The county looks at a combination of categories to arrive at the CTO cap to determine how many hours the employee can comp before being paid out or losing the remaining hours.	Offline Process	This is included in FLSA_015 - an offline process to monitor and adjust the combined comp time balances as needed.
FL 122.00	LAC uses a single timesheet code to mean Cash-straight portion/Comp premium and another for Cash-premium/Comp straight.	Software Customization	The CCC chose to move forward with a renegotiated policy with the Pharmacists to simplify the scenarios; as well as a cost for the resulting simplified modification. This is included in FLSA_007- a customization to allow for the choice of cash vs. comp time.
FL 123.00	When an empl chooses to comp a portion of OT, the hours/dollars of the hours being comped must be included in the regular rate calculation. The system must then use that rate to pay premium for only the remaining OT hours that were not comped.	Software Customization	The CCC chose to move forward with a renegotiated policy with the Pharmacists to simplify the scenarios; as well as a cost for the resulting simplified modification. This is included in FLSA_007- a customization to allow for the choice of cash vs. comp time.
FL 124.00	Currently, some departments allow tracking in increments beyond 3 hours of OT for logging onto the timecard once 8 hours have been captured, while other departments only allow accrual at 8 or more hours on one day.	Baseline	The County will work on the policy changes that they would like to pursue and then notify the project team as to the results so that the table entries for CTO accrual and usage can be configured appropriately.

Reference Number	Business Requirements	Vendor Response	Comments
FL 125.00	Donated hours do not count towards FLSA comp time max for non-exempt employees	Baseline	No, donated hours are not included in the CTO cap. Even if this changes in the future, it will not be an issue since donated leave will be stored as a separate category. If the policy changes, the interface identified in FL031 will just need to be updated to also look at this category.
FL 126.00	The County splits FLSA comp time into two distinct leave balances - straight comp time and premium comp time.	Software Customization	This is included in FLSA_016 - customization to split accrued comp time into 'straight' and 'premium' categories.
FL 127.00	The County processes premium overtime using the employee's current rate of pay at the time of the leave usage or payout.	Baseline	The County processes premium overtime using the employee's current rate of pay at the time of the leave usage or payout. This is consistent with Advantage 3 HRM baseline.

Functional Category: eHR - Time and Attendance

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
	General Requirements		
TL 1.00	System allows employees and employee groups to be processed based on positive or exception time entry	Baseline	
TL 2.00	System checks employee status prior to allowing time entry (check for suspension, terminated, etc.)	Baseline	
TL 3.00	Produces default hours for employees based on user defined profile	Software Customization	Easy Fill and/or offline process. Modification to generate bonus codes on the timesheet.
TL 4.00	Provide for the following types of time and expense entry:		
TL 4.01	Online by the employee (web enabled)	Baseline	
TL 4.02	Batch entry by data entry personnel	Baseline	Advantage batch utilities provide functionality to enter data in batch.
TL 4.03	PDA	Interface	Advantage can accept data from sources that provide an XML file in the correct format.
TL 4.04	Third party time entry systems (ex - KRONOS, FIRS, ANSOS, FAS)	Interface	Advantage can accept data from sources that provide an XML file in the correct format.
TL 5.00	Allow employees to submit more than one timesheet	Software Customization	The County has approved for costing a modification and interface that will create a second timesheet during the same pay period if there is a job change, lateral transfer or promotion. Potentially available in release 3.8 of Advantage 3 HRM.
TL 6.00	Provide for user defined timesheets by department or other COA field, including but not limited to:		
TL 6.01	Fields on timesheet (hours, units, project, work order, etc.)	Software Customization	
TL 6.02	Required fields	Software Customization	
TL 6.03	Edits	Software Customization	
TL 7.00	Provide integration with cost accounting components of eCAPS	Baseline	Advantage 3 HRM is an integrated system.

Reference Number		Business Requirements	Vendor Response	Comments
TL	8.00	System provides on-line or printed pro-forma timesheet for each employee and anticipated distribution of hours based on prior entry session or static model associated with position assignment. At user controllable option, one timesheet per department will be prepared.	Offline Process	Advantage 3 HRM will allow only one timesheet per pay period except in the case of a job change. The baseline defaults to position but does not anticipate a change based on the last pay period.
TL	9.00	Prints time sheets for "time sheet required" employees with key fields preprinted. The system should default as much information as possible, including:		
TL	9.01	Department	Offline Process	Advantage 3 HRM timesheet generator supports this requirement.
TL	9.02	Division	Offline Process	In Advantage 3 HRM, division does not appear on the timecard; it is inferred based on accounting information.
TL	9.03	Cost Center	Offline Process	Cost Center in LA County's language refers to a different accounting data elements in Advantage 3 HRM.
TL	9.04	Project	Offline Process	Advantage 3 HRM timesheet generator supports this requirement.
TL	9.05	Other COA fields	Offline Process	Advantage 3 HRM timesheet generator supports this requirement.
TL	9.06	Name	Offline Process	Advantage 3 HRM timesheet generator supports this requirement.
TL	9.07	Employee number	Offline Process	Advantage 3 HRM timesheet generator supports this requirement.
TL	9.08	Pay period and dates	Offline Process	Advantage 3 HRM timesheet generator supports this requirement.
TL	9.09	Pay location	Offline Process	This data is not part of the baseline Advantage 3 HRM timesheet but has been integrated into the DHS Time Collection version.
TL	9.10	Work location	Offline Process	This data is not part of the baseline Advantage 3 HRM timesheet but has been integrated into the DHS Time Collection version.
TL	9.11	Item/sub	Offline Process	This data is not part of the baseline Advantage 3 HRM timesheet but has been integrated into the DHS Time Collection version.
TL	10.00	System will generate additional rows for pay codes not coded under certain conditions (minimize duplicate lines entered) such as:		
TL	10.01	Bonuses, allowances, etc. that are associated with hours worked at base pay	Software Customization	Modification to pre-populate timesheet based on work cycle and include shift and bonus type leave events.

Reference Number	Business Requirements	Vendor Response	Comments
TL 10.02	Base pay for all hour worked with certain kinds of bonuses	Baseline	
TL 11.00	System will verify hours worked based on work schedule and pay codes	Software Customization	Modification to perform a daily edit on the timesheet against the work schedule and display a warning message to the employee.
TL 12.00	System allows for employees to charge time to a specific program or project and specify the type of work performed.	Baseline	
TL 13.00	System allows employees to charge time to a Department / Agency or Cost Center other than their "home" Department / Agency or Cost Center (based on user configurable option)	Software Customization	
TL 15.00	The system displays current leave accrual rates, codes and the maximum balances for each employee while time is being entered or reviewed.	Baseline	Able to view balances in ESS. Accrual rates are not viewable by the employee.
TL 16.00	Provide for designation of default ("home") accounting information (dept, org, project, etc.) to be used on time entries where no additional information is specified on the timesheet	Baseline	
TL 17.00	Collects the following time reporting information at a minimum:		
TL 17.01	Employee number	Baseline	
TL 17.02	Employee name	Baseline	
TL 17.03	Accounting information for "home" cost center (dept, project, org, other COA information)	Baseline	
TL 17.04	Accounting information for each line (if different from "home")	Baseline	
TL 17.05	Hours worked	Baseline	
TL 17.06	Hours type (regular, vacation, leave, etc.)	Baseline	
TL 18.00	System allows interactive edits of time data against the employee leave balances. This feature may be turned off for batch time entry.	Baseline	
TL 19.00	Provide user defined edit of maximum allowable hours by pay type	Baseline	
TL 20.00	System allows for daily entry	Baseline	
TL 21.00	Allows entry of sessions/visits as well as hours	Baseline	
TL 22.00	Provides ability to enter statistical information when required (equipment usage, units of work accomplished)	Software Customization	Advantage 3 HRM would be modified to support this requirement.
TL 23.00	System should allow for a comment area on the time sheet	Baseline	
TL 24.00	System accepts and processes input of miscellaneous employee reimbursable expenses or advances (may be reported with time or separately at user option) for:	Baseline	
TL 24.01	Mileage	Baseline	
TL 24.02	Parking	Baseline	
TL 25.00	Expenses may be routed to payroll or accounts payable for payment based on user defined parameters	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
TL 26.00	System allows input of time in decimal increments in hundredths	Policy & Procedures	Advantage 3 HRM supports a HH:MM format. LA County plans to change Policy & Procedures to use HH:MM format.
TL 27.00	System allows input of time in hours and minutes	Baseline	
TL 28.00	Provide the capability to record time based on "time in" and "time out"	Baseline	
TL 29.00	System allows employees and employee groups to be processed based on positive or exception time entry	Policy & Procedures	Timekeepers who need to enter large numbers of similar timecards will create a template from the TADJ document.
TL 30.00	System has the ability to pre-generate electronic timecards for multiple schedules and conditions such as 40 hours, 56 hours, firefighters, sheriff, nurses, on long term leave, on industrial accident leave etc.	Baseline	Advantage 3 HRM timesheet generator supports this requirement.
TL 31.00	System calculates/verifies overtime hour eligibility based on user defined rules, including:		
TL 31.01	FLSA	Baseline	
TL 31.02	The system has the ability to generate overtime for all types of thresholds such as above 40 hours, 182 hours, 160 hours etc.	Baseline	
TL 31.03	System has the ability to identify and generate built in overtime for dispatchers, certain 40 hour mechanics and 56 hours platoon schedules.	Baseline	
TL 31.04	System has the ability to handle combined rates of overtime for employees who have time tied to more than one job which may be in more than one department.	Baseline	
TL 31.05	Other MOU or County policies	Baseline	
TL 32.00	System generates holiday schedules and automatically updates eligible employee time and attendance records.	Software Customization	Modification that prepopulates the timesheet using the holiday calendar and work schedule.
TL 33.00	Automatically defaults hours for eligible employees for holidays, including:	Software Customization	Modification that prepopulates the timesheet using the holiday calendar and work schedule.
TL 33.01	8 hours for all eligible employees that are paid (or other amount based on work schedule and County policy)	Software Customization	Modification that prepopulates the timesheet using the holiday calendar and work schedule.
TL 33.02	2 additional hours assigned to a user defined default for those on 10 hour work days (or other based on work schedule and County policy)	Software Customization	Modification that prepopulates the timesheet using the holiday calendar and work schedule.
TL 33.03	Accrue leave for certain employees that normally work on holidays (per MOU rules)	Software Customization	Modification that prepopulates the timesheet using the holiday calendar and work schedule.
TL 34.00	System allows for the processing of two different years at the same time.	Baseline	
TL 35.00	System allows for the user to define pre-edits to on-line and real time updating.	Baseline	
TL 36.00	System allows employee to enter multiple time records and criteria for a 24 hour period (shift) including varying periods of time of time worked, cost centers, projects and positions worked within a given shift.	Baseline	
TL 37.00	System allows various bonuses to be tied to a specific item, an employee, a shift, or a specific job or unit.	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
TL 38.00	System allows each department to create work shifts of variable duration such as a 24 hour shift, a 12 hour shift, a 10 hour shift etc.	Baseline	
TL 39.00	System allows scheduling of shifts on an annual basis (Work patterns - A, B, and C shifts, etc. for 365 days of the year).	Software Customization	The County has approved for costing a modification that prepopulates the timesheet using the holiday calendar and work schedule. Potentially available in release 3.8 of Advantage 3 HRM.
TL 40.00	Support employees working on multiple job classifications on a single timesheet by permitting job classification on timesheet lines.	Policy & Procedures	Employees will fill out a separate timesheet for secondary assignments.
TL 41.00	Provide edits that say which combinations of job classifications are valid	Baseline	
TL 42.00	Ability to make on-line correction of work distribution	Baseline	In Advantage 3 HRM, use TADJ to adjust accounting information or use of multiple lines on timesheet with accounting variances.
TL 43.00	Ability to future date transactions for processing during the appropriate pay period	Software Customization	Future timesheet (TIMEI) can only be dated in the current or prior pay period. TADJ can be dated in future, but cannot be submitted until the appropriate time.
TL 44.00	Support "matrix" style time entry for multiple employees when all employees have the same pay type and accounting distribution (ex - unit time sheets for the Sheriff)	Baseline	In Advantage 3 HRM, use TADJ to create template for multiple employee timesheets
TL 45.00	Ability to enter time for groups of employees that perform as a unit (ex - crew at DPW)	Baseline	In Advantage 3 HRM, use TADJ to create template for multiple employee timesheets
TL 45.01	Multiple programs, projects, etc.	Baseline	
TL 45.02	Allow the entry of equipment usage and other unit/statistical information	Software Customization	
TL 45.04	Generate individual timesheets for payroll processing and approvals	Baseline	
TL 46.00	Provide for the recording of pre-approval of overtime and check for preapproval when required based on user definable parameter	Policy & Procedures	The timesheet does not require overtime preapproval--it will be handled procedurally.
TL 47.00	Provide for employee to work for another employee (ex - firefighter working for another that is on volunteer disaster relief assignment) and report time for both employees	Baseline	
TL 48.00	Provide for flexible workflow for review and approval of timesheets, including:		

Reference Number	Business Requirements	Vendor Response	Comments
TL 48.01	Routing of individual timesheets to supervisors for employees performing direct entry	Baseline	Workflow and Security Team
TL 48.02	Routing of batches of timesheets to appropriate management personnel	Baseline	Workflow and Security Team
TL 48.03	Routing may vary depending on exceptions to time reported (leave taken, overtime, etc.)	Baseline	Workflow and Security Team
TL 48.04	Routing may vary depending on expenses charged	Baseline	Workflow and Security Team
	Scheduling		
TL 49.00	The system must have the ability to generate daily, weekly, and/or monthly in-service schedules.	Cancelled	The County decided that this requirement is not applicable.
TL 50.00	System uses the following data elements to generate in-service schedules by shift:	Cancelled	The County decided that this requirement is not applicable.
TL 50.01	Employee Data, such as:		
TL 50.01.01	Name	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.02	Employee Number	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.03	Race/Gender	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.04	Skills/Training	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.05	Bonus Codes	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.06	Seniority Dates - County, Department, and Unit Level & Transfer Priority	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.07	Assigned Work Pattern (FLSA)	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.08	Shift Assignment	Cancelled	The County decided that this requirement is not applicable.
TL 50.01.09	Assigned Work Station (Physical) including Building Code	Cancelled	The County decided that this requirement is not applicable.
TL 50.02	Pay Location (Where the employee desires to have their payroll check mailed/delivered.)	Cancelled	The County decided that this requirement is not applicable.
TL 50.03	Planned Absences - Vacation, sick, training, etc.	Cancelled	The County decided that this requirement is not applicable.
TL 50.04	Assignment - Seniority/Priority	Cancelled	The County decided that this requirement is not applicable.
TL 50.05	Cost Center/Event/Incident/Project/Program	Cancelled	The County decided that this requirement is not applicable.
TL 50.06	Organization Code/Primary	Cancelled	The County decided that this requirement is not applicable.
TL 50.07	SWAP - Promise TX Time	Cancelled	The County decided that this requirement is not applicable.
TL 50.08	POST Position Requirements	Cancelled	The County decided that this requirement is not applicable.
TL 50.09	Minimum Staffing Position Requirements	Cancelled	The County decided that this requirement is not applicable.
TL 50.10	Skills/Training Position Requirements	Cancelled	The County decided that this requirement is not applicable.
TL 50.11	Contract Position Requirements	Cancelled	The County decided that this requirement is not applicable.
TL 50.12	Security Position Requirements	Cancelled	The County decided that this requirement is not applicable.
TL 50.13	Overtime Limit/Eligibility	Cancelled	The County decided that this requirement is not applicable.
TL 50.14	Item Number - Working up/down (out-of-class pay rate)	Cancelled	The County decided that this requirement is not applicable.
TL 50.15	Incident Code & Name	Cancelled	The County decided that this requirement is not applicable.
TL 50.16	Team Assignment (A, B, etc.)	Cancelled	The County decided that this requirement is not applicable.
TL 50.17	Daily In-service Sheet (Weekly)	Cancelled	The County decided that this requirement is not applicable.

Reference Number	Business Requirements	Vendor Response	Comments
TL 50.18	Front the Time & Attendance	Cancelled	The County decided that this requirement is not applicable.
TL 50.19	Staffing Plan (personnel deployment) by Period (user defined)	Cancelled	The County decided that this requirement is not applicable.
TL 50.20	IOD Status/Physical Limitations	Cancelled	The County decided that this requirement is not applicable.
TL 50.21	Car Assignment (RD)	Cancelled	The County decided that this requirement is not applicable.
TL 50.22	Module Assignment	Cancelled	The County decided that this requirement is not applicable.
	Reporting		
TL 51.00	System provides exception reports after time input that will capture a variety of incidents, including:		
TL 51.01	No time for active employee	Report	
TL 51.02	Excessive overtime	Report	
TL 51.03	Employees not paid and not on leave	Report	
TL 51.04	Overtime for Fair Labor Standards Act (FLSA)	Report	
TL 51.05	Employees on long term leave	Report	
TL 51.06	Employees on FMLA leave	Report	
TL 51.07	Workers' Compensation entries	Report	
	Additional Requirements		
TL 52.00	<u>Recording Excessive Leave on the Paycheck Stub</u> : The 15th paycheck shows leave balances, including excessive leave hours that must be used by the end of the year.	Software Customization	The County has approved a modification to the Check/EFT program to pull the excessive leave information for all leave types affected and display as of the last accrual period on the pay stub.
TL 53.00	Enforce the 30 calendar day limit for Military Leave by automatically counting the 30 days starting from the date the employee used EC024 which should be the "Activation Date". Also, provide from and to dates fields on the leave screen to record any prior military service.	Policy & Procedures	Use Advantage 3 HRM baseline to have Personnel staff assign the employee to a specific Personnel Action, leave policy status, etc. for Military Leave. Payroll/Timekeeping staffs would continue to submit the TIMEI document for payroll processing.
TL 54.00	<u>Military Leave Grant</u> : The system should count absence without pay hours as part of the hours towards the 365 day threshold for granting Military Leave.	Report	A report will identify eligible employees based on their Continuous Service Date plus one day.
TL 55.00	<u>Military Leave</u> : The system should track Military Leave usage based on a fiscal year.	Baseline	The Military Leave category can be set to leave year to date to accommodate fiscal years.

Reference Number		Business Requirements	Vendor Response	Comments
TL	56.00	Provide a field on the screen to track Military Leave for employees with title sub C through J where there is an average number of hours worked based on the most recent past 3 to 6 months. This running total is for all employees with a title sub of C through J inclusive only. The paycheck status inquiry will show pay event type and hours.	Baseline	In Advantage 3 HRM, use Personnel Action code to track the dates. Run on online report to identify military leave hours paid.
TL	57.00	Military Leave Without Pay: Provide a mechanism within the system to ensure that some type of error message and/report is generated when the required EC 014 is used and the employee does not have at least one year of service including any previous military service.	Report	A report will identify eligible employees based on their Continuous Service Date plus one day.
TL	58.00	<u>Military Leave Offset</u> : The system should enforcing the 720 day limit.	Policy & Procedures	In Advantage 3 HRM, use Personnel Action code to track the dates.
TL	59.00	<u>Military Leave</u> : The system should automatically populate the time card for the duration of the leave. When the leave is terminated, the system should stop automatic population of the time card..	Policy & Procedures	Use Advantage 3 HRM baseline to have Personnel staff assign the employee to a specific Personnel Action, leave policy status, etc. for Military Leave. Payroll/Timekeeping staffs would continue to submit the TIMEI document for payroll processing.
TL	60.00	The system should place a limit on total hours of sick buy back.	Report	Timekeeping could run a report based on sick buyback event code used in pay details to monitor usage.
TL	61.00	The system should track usage amount of STD and track the effective and end dates.	Software Customization	
TL	62.00	The system should pre-populate the time card for injuries.	Software Customization	Modification to add a document that mimics the current EMIA screen.
TL	63.00	The system should distinguishing multiple injuries by effective dates. Currently via the EMIA screen in CWTAPPS, work related injuries/illnesses are tracked and updated.	Software Customization	Modification to add a document that mimics the current EMIA screen.

Reference Number	Business Requirements	Vendor Response	Comments
TL 64.00	Continued Absence After Salary Continuation: The system should have the ability to automatically calculate this process to ensure employees are charged the appropriate number of hours or to have a built in calculator/window and formulas which will allow payroll staff to enter the appropriate accrued leave hours, amount of days/hours for a particular month (i.e., 28, 29, 30 or 31), and State TD rates. This automated process would save time and provide the correct fraction of leave usage and IA AWOP hours to be used.	Offline Process	An Offline process to load data from a County produced Excel spreadsheet into a TADJ document.
TL 65.00	Maximum Benefit Date: The system should have the ability to automatically recalculate the Maximum Benefit Date based upon the start and end date of each compensability date provided. Currently this is a manual process. Payroll Clerks must manually calculate an employee's Maximum Benefit Date" to ensure he/she does not exceed the 365/366 days of 4850 Benefits on the EMIA Screen.	Software Customization	Modification to add a document that mimics the current EMIA screen.
TL 66.00	Archiving Time and Attendance Pay History: Currently, CWTAPPS retains three years of on-line Time and Attendance (T&A) pay history. The system should have the ability to archive.	Baseline	Archive functionality is parameter driven and automatic. Archiving is only possible to the date of conversion to Advantage 3 HRM.
TL 67.00	Industrial Accident AWOP: CWTAPPS currently pre-populates the PDTC screen with earnings code 157 upon the completion of the salary continuation.	Baseline	Easy Fill would suffice for populating the timecard.
TL 68.00	FMLA (Earnings Code 076): The system must be able to track FMLA.	Policy & Procedures	The County will change their policy and procedures and track FMLA using baseline Advantage HRM functionality.
TL 69.00	Overpayments: The system must be able to prevent the recovery of overpayments.	Policy & Procedures	In Advantage 3 HRM make the correction on the TADJ screen to correct the hours. Then on Pending Pay, delete (zero out) the pending amount.
TL 70.00	Long Term Leave - The system must be able to pre-populate the time card.	Policy & Procedures	In Advantage 3 HRM, enter a Personnel Action that stops the generation of exception pay based on employee status. If a timesheet is required, the authorized user can use the standard work schedule to populate the timesheet using Easy Fill functionality and then change the event code to the appropriate AWOP code.

Reference Number		Business Requirements	Vendor Response	Comments
TL	71.00	<u>Elective Leave</u> - Need a field to store requested reimbursement amount.	Offline Process	In Advantage 3 HRM, use the LREQ document to request leave payout. Develop an offline process to payout the less of the balance or the balance less requested amount. Create a report to include in the employee paychecks during the critical period of determining usage/payment.
TL	72.00	The system should have a place/field for a short description of the labor hours that are worked or variance time (i.e., eHR Support, Finance Support, ED Xerox Electric, etc.)	Software Customization	The Comments section of the timesheet could be used for the short description. However, the County elected to modify the timesheet to add this field to every row.
TL	73.00	<u>County-wide Paper Timesheet</u> : County team needs to provide a County-wide Paper Timesheet layout.	Report	The timesheet will be printed as a report.
TL	74.00	<u>On-Demand Approvals/TIMEI Enhancements</u> : The system must have Daily Approvals.	Software Customization	Accept the DHS Time Collection modification to add interim approvals to the timesheet. The final approver will submit the timesheet
TL	75.00	<u>Job or Item Change in the Middle of a Pay Period</u> : When an employee has an item or Department number change in the middle of a pay period. There needs to be a way for the previous and current supervisor to view and approve the employee's time. Also, for the employee to enter time on both timesheets.	Software Customization	Advantage 3 HRM baseline allows one timesheet per pay period, and if there is job change, only the approver of the new job would be in the workflow. The County has approved an internal interface to generate a second electronic timesheet and modify Advantage to provide edits that will preclude the employee from making invalid changes to either timesheet.
TL	76.00	<u>Job Change</u> : When an employee experiences a job change (i.e., lateral transfer) within the same Department they should be able to have multiple timesheets.	Software Customization	Advantage 3 HRM baseline allows one timesheet per pay period, and if there is job change, only the approver of the new job would be in the workflow. The County has approved an internal interface to generate a second electronic timesheet and modify Advantage to provide edits that will preclude the employee from making invalid changes to either timesheet.

Reference Number		Business Requirements	Vendor Response	Comments
TL	77.00	<u>Promotion</u> : When an employee is promoted to a new position, Advantage baseline functionality allows the employee to submit time from both jobs on the same timesheet. Only one approval work flow could be set-up. DHS Time Collection Team is investigating this functionality.	Software Customization	Advantage 3 HRM baseline allows one timesheet per pay period, and if there is job change, only the approver of the new job would be in the workflow. The County has approved an internal interface to generate a second electronic timesheet and modify Advantage to provide edits that will preclude the employee from making invalid changes to either timesheet.
TL	78.00	<u>MDF/Overtime</u> : The new Overtime Reason Codes and the MDF Fields were designed and coded to be passed to CWTAPPS in the TIMEI Document to CWTAPPS interface. The County Team now "doesn't" want this information passed to CWTAPPS.	Baseline	In Advantage 3 HRM, comments section of the timesheet could be used for the short description. However, the County elected to modify the timesheet to add this field to every row.
TL	79.00	<u>Totals on the TIMEI Document</u> : The totals on the TIMEI document could show more hours than actually worked because of the County's desire to enter the bonuses on separate lines. This could potentially be confusing to employees and supervisors. Per Beth, a potential solution is do a mod to allow certain events to count towards the actual hours worked on the time sheet, and create a sub total just for those hours. County would like to see a "Actual Hours Worked" box and a total box for all other hours worked.	Baseline	In Advantage 3 HRM, set up event codes for bonus or shift with regular earnings as one component so employees would only have to enter one event code on the timesheet, thus simplifying the timesheet. Train the users on the timesheet and the meaning of the totals.
TL	80.00	<u>TADJ Document</u> : The system must be able to display separate Hours, Dollars, and Units fields on the timesheet.	Policy & Procedures	The baseline Advantage system displays Hours, Dollars, and Units using one field. Staff who use the TADJ document are trained to know what basis an event represents: hours, dollars or units.
TL	81.00	<u>Employee Overrides on the Time Sheet</u> : The system must allow overrides on the timesheet.	Policy & Procedures	The baseline Advantage system allows overrides. Train employees which fields they are allowed to override on the timesheet.
TL	82.00	<u>Corrections in CWTAPPS</u> : Currently in CWTAPPS when corrections are made, the adjustment transaction is pulled forward from pay history to allow adjustments to be made to the original transaction. If multiple corrections are required, all information is pulled forward. The system must be able to pull forward pay history and allow adjustments to be made on the same screen.	Software Customization	In Advantage 3 HRM, users can look at timesheet details or pay details to see which events and amounts are to be adjusted. The user can open multiple sessions to keep that information accessible. The County has elected to modify Advantage to bring the history forward.

Reference Number	Business Requirements	Vendor Response	Comments
TL 83.00	Manual process for setting up Work Day (WDAY) table would be too cumbersome and intense. County would want an automated process to populate this table.	Baseline	Advantage 3 HRM baseline provides an offline process to automatically populate this table.
TL 84.00	The County wants the employees only to be able to deviate with Unit and not Department when entering timesheet information by the employee. Will this be a county wide specific issue or do you want to allow for the functionality for overrides for specific individuals (such as central payroll).	Baseline	Train employees which fields they are allowed to override on the timesheet. The County has elected to modify the timesheet by making overridable fields configurable and stippling the fields that cannot be overridden.
TL 85.00	ISD Online Time Entry system (ALCS) is sending only variance hours to CWTAPPS. If timesheets are required to be entered for all employees, ALCS will need to be modified to send all hours to e-HR. Regardless of the timesheet decision, the current interface (with variance hours) still needs to be sent.	Interface	
TL 86.00	The system must allow the employees the options of 'Validate' and 'Save' on the TIMEI through ESS. Currently, ESS only allows 'Submit'. This does not allow employees to enter time on a daily basis and save or validate.	Baseline	
TL 87.00	<u>Military Leave</u> : Provide a field on the screen to track Military Leave for employees with item sub C through J where there is an average number of hours worked based on the most recent past 3 to 6 months. This running total is for all employees with an item sub of C through J inclusive only.	Baseline	Use a combination of Personnel Action code and leave policy to track military leave.
TL 88.00	<u>Pay Event Types on LPET</u> : Include/exclude Pay Event Types is limited to 20 (LPET). County potentially has more earnings codes that count towards Active Service Hours.	Software Customization	Advantage 3 HRM baseline provides 20 Include/Exclude Pay Event Types: however LA County has requested a modification to increase that number to accommodate their current and future needs.
TL 89.00	<u>Five Day Waiting Period</u> : The system should automate the five-day waiting period required for part pay sick usage.	Policy & Procedures	The baseline Advantage system can automate the waiting period through the use of pay policy.
TL 90.00	<u>Advantage Search Capabilities</u> : Need to be able to search by event types, in addition to Category, when you want to see all buyback hours for a specific employee.	Policy & Procedures	Currently in Advantage, you can only search on Category. The County has decided that baseline search criteria is sufficient.

Reference Number	Business Requirements	Vendor Response	Comments
TL 91.00	A hard error needs to occur when an employee exhausts 100% sick. Instead of defaulting directly to percentage sick, Advantage will allow the time to default to AWOP. This is a change of current County Policy, but may eliminate overpayments. The Payroll Clerks will then make adjustments as needed (same current practice; not additional duties as they currently have to correct the PDTC). This will in relation to the five-day waiting period. Current manual process will remain.	Baseline	Advantage 3 HRM baseline can be configured to display a hard error.
TL 92.00	Non-Elective - Payout of Non-Elective when an employee terminates after one year of County Service. There is not automatic payout.	Baseline	Manual OTPay or system batch utility to create OTPay
TL 93.00	<u>STD Waiting Periods</u> : The system should track the waiting period.	Baseline	Manual process remains due to variables.
TL 94.00	Need an edit in the system that will prevent an employee who is using STD from accruing a holiday.	Software Customization	
TL 95.00	Taxed and Non-Taxed Benefits: TD is not taxed and STD is taxed.	Baseline	This can be handled through the tax deduction setup.
TL 96.00	Taxable and Non-Taxable: The system must handle the return of State and Federal Withholdings for an employee whose Industrial Injury was approved for prior pay periods. Currently in CWTAPPS, the employee will receive tax-free salary at 70%/100% for the current pay period and on-going, however, tax adjustments for prior pay periods are amended at year-end and will appear on the W2 Form.	Baseline	
TL 97.00	<u>Holidays Occurring During an Industrial Accident (IA)</u> : Currently, when holidays fall during the period of time that an employee is absent due to an IA, the holiday eligibility is determined based on the status of the IA (i.e. deemed compensable).	Baseline	Use leave policy functionality to limit holiday usage.
TL 98.00	Ordered Overtime processing	Baseline	Use a sick included code and a sick not included code in order to use Ordered Overtime with sick to count towards the 40-hour threshold.
TL 99.00	Military Leave : The system must allow for an employee on military leave to still accrue vacation, sick, etc..	Baseline	

Reference Number	Business Requirements	Vendor Response	Comments
TL 100.00	Provide a mechanism within the system to ensure that some type of error message and/or report is generated when the required EC014 is used and the employee does not have at least one year of service defined as full-time service in the armed forces during a national emergency or state of emergency declared by the governor.	Report	County will use a report and Timekeeping/Payroll staff will monitor.
TL 101.00	Time and Attendance Screens: The system should display an employee's time card information. CWTAPPS: Daily Time Card Screen (PDTC): An employee's time card information on the time card is generated in CWTAPPS based on the work pattern identifier entered on the employee's current Employee Job Timekeeping (JTIM) screen. The number of hours assigned to each day which do not have special pay rates will be displayed. This screen is used to record leaves of absence and overtime for a particular pay period.	Baseline	
TL 102.00	Time and Attendance Screens: The system should allow for comparisons of the number of hours/units with a source document. CWTAPPS: Time Card Header Screen (PHTC): The main purpose of this screen is to reduce entry errors by comparing the number of hours/units entered on PDTC User Field and the number of hours/units entered on the PATC User screens with the number of hours on the source document. The PHTC is really part of the time card. Does Advantage provide this same capability?	Baseline	Use timesheet document.
TL 103.00	Time and Attendance Screens: The system should allow for reporting and update of earnings: CWTAPPS: Additional Earnings Screen (PATC): This screen is used to report and update additional earnings which have specified rates or which may not be tied to a particular day. In order for an employee to be eligible for an earnings code entry on the PATC screen, that earnings code must appear on the employee's current Bonus Entitlement (JBON) record.	Baseline	Leave policy

Reference Number		Business Requirements	Vendor Response	Comments
TL	104.00	Time and Attendance Screens: The system should display earnings code variances associated with time. CWTAPPS: Master Time Card Screen (PMTTC): The PMTTC screen is used as an inquiry only screen to display earnings code variances associated with time for each employee job by day for a week at a time. The PMTTC displays the latest restatement of the day and includes overtime, leave, and the number of regular hours worked, but does not include bonuses or overtime premium generated by gross pay.	Baseline	Use timesheet document.
TL	105.00	Time and Attendance Screens: The system should display descriptions of various work pattern identifiers. CWTAPPS: Pattern Inquiry Screen (PPIQ): This screen is used to look up descriptions of various Work Pattern Identifiers. A user can search for a particular pattern by using the Pattern Type and Department Number fields.	Report	
TL	106.00	Time and Attendance Screens: The system should display the work schedule for a particular work pattern: CWTAPPS: Work Pattern Calendar Forecast Screen (PCAL): This screen is used to view the work schedule for a specified Accrual Period for a particular Work Pattern Identifier. The default is the current Accrual Period. Holidays are not forecasted.	Baseline	
TL	107.00	Time and Attendance Screens: The system should contain a schree to view pay history. CWTAPPS: Pay History By Day Screen (PERN): This screen is used to view all of the earnings for which an employee was paid for each day (i.e., is used to view pay history). Information includes hours or units and rates.	Policy & Procedures	The baseline Advantage application displays pay history. Pay history is displayed by pay period.
TL	108.00	Time and Attendance Screens: The system should allow for adjustments with daily history. CWTAPPS: Daily Adjustment With History Screen (PHAJ): This screen can be used to report and/or enter a prior period adjustment for a particular day for which there is PMTC History (i.e., a pay period adjustment can be made for time card records which fall within the last two years).	Software Customization	

Reference Number		Business Requirements	Vendor Response	Comments
TL	109.00	Time and Attendance Screens: The System must allow for adjustments with history. CWTAPPS: Adjustment With History By Week Screen (PHAW): This screen is used to report prior period adjustments for an employee, a week at a time, for which there is pay history.	Software Customization	
TL	110.00	Time and Attendance Screens: The system should allow for adjustments without prior history. CWTAPPS: Adjustment Without History Screen (PADJ): This screen is used to report prior period adjustments, by day, for which there is not pay history.	Baseline	
TL	111.00	Time and Attendance Screens: The system must allow for inquiry, addition, and update of Leave Balances. CWTAPPS: Leave Balances/Adjustments Screen (LBAL): This screen is used to inquire, add, and update an employee's leave benefits for each Leave Earnings Code.	Baseline	
TL	112.00	Time and Attendance Screens: The system should have a screen to view an Employee's Available Leave Balance. CWTAPPS: Leave Balances Inquiry Screen (LINQ): This screen is used to view an employee's Available Leave Balance for a specified year.	Baseline	
TL	113.00	Rules based internal interface to automate payout process.	Baseline	In Advantage 3 HRM, use baseline system utilities to create OTPAY documents.

Functional Category: eHR - Payroll Accounting Management

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
Benefits Requirements			
BA 22.00	Automatically calculate premium amounts and subsidy amounts and appropriately account for buy-downs (Vendor Payments)	Software Customization	Premium calculation and buydowns are provided in Advantage 3 HRM. Buydowns will be appropriately accounted for. Vendor Payments process require modifications.
Payroll Requirements			
PY 28.00	Determine how overtime has been earned by cost center to allow for proper cost accounting.	Baseline	Overtime is a pay event in Advantage. Allowing for unique cost center for overtime (e.g. Unit - this is an assumption) is also provided in Advantage 3 HRM.
Additional Requirements			
PM 29.00	The system should submit the Journal Voucher Payroll (JVPR) to eCAPS Financials on payday, which performs the movement of funds from the Operating Funds to the Clearing Fund.	Offline Process	
PM 30.00	The system should post certain deductions such as Rent and Maintenance are as revenue to the department.	Software Customization	
PM 31.00	The system should be able to post Net Pay to more than one Balance Sheet Account, which is a requirement established by Accounting.	Software Customization	
PM 32.00	The system must assigns a different Object of expenditure for earnings accrued for the prior fiscal year.	Software Customization	
PM 33.00	The system must assign a different Object of expenditure for earnings accrued for temporary employees.	Software Customization	

Reference Number	Business Requirements	Vendor Response	Comments
PM 34.00	The system should allow for funding to pay for State provided Superior Court Judges salary and employee benefits are expensed to the Superior Court. However, other County provided benefits (Savings Plan County Contributions, Buy-downs, etc) are paid out of the County's General Fund.	Software Customization	
PM 35.00	The system should have the functionality to assign Department Objects based on the following: 1. Department (i.e HS) 2. Earnings/Deduction Code (i.e 099) 3. Fiscal Year of Earnings (C=Current, P=Previous) 4. Permanent or Temporary Employee (P=Permanent, T= Temporary) 5. Item Number	Software Customization	
PM 36.00	Payroll Accounting Management documents interfaced to eCAPS financial should have document IDs of 11 characters.	Software Customization	
PM 37.00	The system should accommodate a five digit Unit field to comply with eCAPS financial.	Software Customization	
PM 38.00	Currently, the County has contracts with several insurance carriers for provision of negotiated employee benefits. Currently deductions are taken on a monthly basis in and for the same month as coverage. Under contract provisions, the County pays insurance carriers 90% of the estimated insurance premiums, on the 1st of the month, and the balance is paid on the 25th of the month, based on actual premiums deducted from employee paychecks on the 15th of the month.	Software Customization	

Reference Number	Business Requirements	Vendor Response	Comments
PM 39.00	<p>Currently, the County maintains an Agency Payment System, which interfaces with eCAPS Financials to create trust warrants to several Agencies such as medical, dental and credit unions.</p> <p>The Agency Payment System tracks the recurring scheduled payment dates based on a contract negotiated by the Agency. Some Agencies are paid two times a month, while others are paid once a month. The 9 Agencies that receive payments two times a month are:</p> <ol style="list-style-type: none"> 1) SAFEGUARD DENTAL PLAN, INC 2) DELTA CARE 3) DELTA DENTAL PLAN OF CALIFORNIA 4) KAISER 5) PACIFICARE 6) ALADS 7) LA COUNTY FIRE FIGHTERS 8) ALADS PORF 9) CIGNA MEDICAL 	Software Customization	
PM 40.00	<p>Currently, LACERA is holding an Excess Earnings Reserve for the County. Each fiscal year, the county utilizes this reserve in lieu of sending employer retirement contributions for selected months to LACERA.</p> <p>CWPAY maintains the start and stop dates in which the County decides not to use the County Contribution Credit Reserve (CCCR). This program creates a negative deduction for the period between the start and stop dates to decrement the CCCR. The CCCR is always used for Superior Court employees, while it is never used for LACERA employees.</p>	Software Customization	
PM 41.00	The system should restrict the use of Unclassified Units. They should be removed and not allowed for selection.	Software Customization	
PM 42.00	The County wants authorized employees to be able to deviate COA elements on timesheets and other documents.	Baseline	
PM 43.00	Accounting Data must be validated with eCAPS Countywide Appropriation tables.	Baseline	
PM 44.00	The system must support posting actual costs as expenditures and summarizing costs for labor allocations.	Software Customization	

Reference Number		Business Requirements	Vendor Response	Comments
PM	45.00	The system should accomodate a payroll deduction for an auto lease that posts as a credit to expenditures.	Software Customization	

Functional Category: eHR - Employee Self Service

Baseline = No changes necessary to baseline Advantage Software Customization = Customization of application software required Offline Process = New offline batch process- runs independently of application processes Policy & Procedures = Changes required to County business processes Cancelled = No longer required	Interface = Interface to an external system Report = Can be supported by Cognos or Java report– no baseline reports 3rd Party Tool = Supported by use of third-party tool (e.g. Excel) Kenexa/BrassRing = Baseline BrassRing application Current County System = Current system used by the County with the exception of eCAPS
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Reference Number	Business Requirements	Vendor Response	Comments
General Requirements			
ESS	1.00 System should provide the ability for employees to interact with various modules and functionality of the system using a standard Web based browser (Internet Explorer, Netscape, AOL, MSN, etc.)	Baseline	
ESS	3.00 System should be available for employees to use from home (securely) using their home computer, a County computer, through the employee's personal Internet Service Provider, and through secure external connection to the County	Baseline	
ESS	4.00 System should be available for employees to use (securely) through kiosks (keyboard and touch screens) placed throughout County facilities.	Baseline	
ESS	7.00 System should support identification of employees and contractors via 'swiping' of County ID badges for appropriate situations such as time recording, recording attendance at a training session, signing into the rifle range for ammunition allowance, etc.	3rd Party Tool	This requirement is addressed in Time Collection. There would be an interface from Time and Attendance and the Time collection device
ESS	10.00 System should support links to service providers and third party administrators as appropriate. For example, a link to the employee's 401(K) and pension providers should be available at the point in the process where the service provider takes over.	Baseline	
Job Requisition & Applicant Tracking			

Reference Number	Business Requirements	Vendor Response	Comments
ESS 11.00	System makes job opening information available on a web site that is available to both internal and external applicants	BrassRing	The County decided this requirement is not necessary at the moment, but would like to have it in the future. Covered with AMS Talent Management.
ESS 12.00	Creation of a job opening within the system automatically makes the position available on the web site	BrassRing	The County decided this requirement is not necessary at the moment, but would like to have it in the future.
ESS 13.00	System should provide ability for applicants to establish and maintain multiple electronic job applications through the use of an industry-standard web browser, to direct an application to different job postings, and to check the status of an application.	BrassRing	The County decided this requirement is not necessary at the moment, but would like to have it in the future.
ESS 15.00	System should allow for user defined, job specific informational statements to be displayed when applicants express an interest in or apply for that job	BrassRing	The County decided this requirement is not necessary at the moment, but may like to have it in the future.
ESS 16.00	System should allow for questions to be answered by the applicant depending on the job applied for. Common questions would be regarding salary information, licenses and/or certifications, benefits, etc.	BrassRing	The County decided this requirement is not necessary at the moment, but may like to have it in the future. This information is available in AMS Talent Management.
ESS 17.00	System should provide flexible and easy links to interfaces with other agencies (County, State, and Federal) to validate the licenses and/or certifications claimed by applicants.	Baseline	This is a link.
ESS 18.00	System should allow applicants to build a profile of their desired job, then notify them via email when a job matching that profile becomes available.	BrassRing	The County decided this requirement is not necessary at the moment, but may like to have it in the future.
Employee Maintenance			

Reference Number	Business Requirements	Vendor Response	Comments
ESS 19.00	System allows employees to request a transfer or change of jobs via a web based form	BrassRing	The County decided this requirement is not necessary at this time. This requirement may re-surface in the future. This form can be stored in ESS for download and submittal or employees may apply for job transfers in AMS Talent Management.
ESS 20.00	System should support employee self-service functionality for changes to selected parts of employee records (e.g., name and address, marital status change, change in dependents, withholdings, benefits enrollment or changes). The data the employee can cha	Baseline	
ESS 21.00	When updating personal information, the system should inform the employee of the required supporting documentation and the process for submitting it (varies by organizational unit, employee group, etc.). The system should also support automated workflow	Baseline	
ESS 22.00	System should provide for former employees to update their information online. Which former employees and the data available for online update varies by department.	Baseline	The County decided this requirement is not necessary at this time. This requirement may re-surface in the future.
ESS 24.00	Provide for employee self service with at least the following:		
ESS 24.01	Maintenance of personal data (name, address, W-4 / W-5 / DE-4 information, marital status, emergency information, etc.)	Baseline	
ESS 24.02	Configurable by the County with the appropriate security (varies by organizational unit, employee group, etc.)	Baseline	
	Training and Employee Development		
	Employee Suggestion Program		
	Americans Disability Act		

Reference Number	Business Requirements	Vendor Response	Comments
	Discrimination		
	Safety		
	Employee Benefits & Plan Administration		
ESS	42.00 System to provide browser based employee self service capability for the following benefits administration functions:	Baseline	This is a link to the County TPA
ESS	42.01 Current benefits elections	Cancelled	The County decided this requirement is not necessary at this time.
ESS	42.03 Open enrollment for all benefits (including insurance, retirement, etc.) for both employees and dependents	Cancelled	The County decided this requirement is not necessary at this time.
ESS	42.04 Enrollment options (e.g., cost of two party vs. family coverage)	Cancelled	The County decided this requirement is not necessary at this time.
ESS	42.06 Benefit package pricing worksheet (employee costs)	Cancelled	The County decided this requirement is not necessary at this time.
ESS	42.07 Benefit eligibility checking at time of enrollment	Cancelled	The County decided this requirement is not necessary at this time.
ESS	42.08 Link to third party administrators as appropriate to provide detailed information as appropriate (ex - LACERA)	Baseline	This is a link (LACERA)

Reference Number	Business Requirements	Vendor Response	Comments
Time Entry			
ESS	43.00 Employees can enter timesheet information directly into electronic timesheet which is then routed for approval	Baseline	
ESS	43.01 Employees can view and print past time sheet information for a specified timeframe.	Baseline	
Leave Accounting			
ESS	45.00 System should allow employees to view their leave balances (including leave subject to lapse) and request time off from their management.	Software Customization	Customization addressed as a Leave issue. ESS will reflect customized product.
ESS	46.00 System should allow employees to request a Leave of Absence	Baseline	
ESS	49.00 System should allow employees to submit a Military Leave request	Baseline	
ESS	50.00 System should allow flexible user defined criteria, forms, and processes for submitting various types of leave requests	Software Customization	Customization addressed as a Leave issue. ESS will reflect customized product.
ESS	51.00 System should allow employees to check on the status of all Leave Requests they submit including linking to third party administrators as required	Baseline	The County decided this requirement is not necessary at this time, but may like to have it in the future.
Payroll			

Reference Number	Business Requirements	Vendor Response	Comments
ESS 53.00	System should provide self-service ability for employees to view current pay period, month-to-date, year-to-date payroll detail, and withholding information.	Baseline	A report reflecting the employee pay stub will be attached to employee record for view. The County would like to have this requirement addressed in future release. Deferred due to non-fit. Inquiries in ESS cover this requirement with the exception of month to date. System maintains inquiry tables by quarter to date and current pay period. Previous Pay stubs are also available for view.
ESS 54.00	System should provide self-service "wizard" for assisting employees in determining their proper W-4 & DE-4 tax withholding amounts.	Baseline	The County decided this requirement is not necessary at this time, but would like to have it considered for a future release. Deferred due to non-fit.
ESS 55.00	System should allow employees to request duplicates W-2's, including informing an employee when a request is for a time period not available on the system and providing a link to the form for submission to the IRS. The system should be able to accept rul	Baseline	This is currently an attachment and a link in ESS. The County would like to have this requirement considered for a future release. Submission to IRS by a link is not currently allowed due to security concerns.
ESS 56.00	System should allow employees to model what-if scenarios for pay (401K, retirement, benefit changes, withholding changes, etc.)	Cancelled	The County decided this requirement is not necessary at this time, but may like to have it in the future.
ESS 58.00	System should allow employees to view the details (calculations, balances, etc.) of all deductions (garnishments, flexible spending accounts, etc.)	Software Customization	The customization is for garnishments. The other information is on the pay stub attachment.
ESS 59.00	Allow employees to request and print a duplicate check stub including gross pay all deductions taken and the deposit amounts for each bank account	Baseline	
ESS 59.01	Allow employees to request for a replacement warrant. Required that they fill out an Affidative Loss.	Baseline	In Advantage 3 HRM, this is a link (with an attachment).
ESS 60.00	Provide employee information that is normally inserted with check stub online and via email (reduce requirement for sending additional paper with the pay stub)	Baseline	

Reference Number		Business Requirements	Vendor Response	Comments
		Personnel Administration		
ESS	63.00	Employee should have the ability to inquire on their own personnel records, including:		
ESS	63.01	Current job	Baseline	
ESS	63.02	Current step	Baseline	
ESS	63.03	Current salary	Baseline	
ESS	63.04	Last step increase date	Baseline	
ESS	63.05	Next step increase date	Software Customization	
ESS	63.06	Certification status	Software Customization	

Reference Number	Business Requirements	Vendor Response	Comments
ESS 63.07	Key Dates	Software Customization	Customization addressed as Advantage 3 HR module issue. ESS will reflect customized reports.
ESS 65.00	System automatically provides a report at flexible, user defined timeframes prior to license / certification expiration. Timeframe is definable by license and certification type / code. Employees are able to query the system for this information as well	Report	This requirement is not in the ESS component. This is handled in Advantage 3 HR module.
Additional Requirements			
ESS 69.00	Employees should be able to view their Warrant Recipient designee information	Baseline	Will not be able to view in Advantage 3 HRM. The decision for HR 103 was to not mod the software, but to put the warrant information as an emergency Contact or attach as a pdf file. Either way, there will be no change to ESS because functionality.
ESS 70.00	Employees must be able to attach a record of their overtime form	Baseline	
ESS 73.00	Employees should be able to access a Mileage and Parking Claim form	Baseline	

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Appendix D-6 – Interfaces

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Appendix D-6 Interfaces

The interfaces can be broken down into three types:

1. **County Interfaces (C)**: Interfaces with the HR/Payroll systems that pass information between County systems (other departmental systems, etc). These are permanent interfaces that will exist even after all implementation projects have been completed.

2. **Vendor Interfaces (V)**: Interfaces with the HR/Payroll systems that pass information between the County and external vendors. These are permanent interfaces that will exist even after all implementation projects have been completed.

3. **Temporary Interfaces (T)**: Interfaces needed during the phased implementation to pass necessary information to/from the HR/Payroll systems. After all implementations are complete, these interfaces will no longer be needed.

Note: The Source and Destination System IDs represent the current systems (e.g., CWTAPPS, CWPAY). For Inbound interfaces, the Destination System ID is the system that will be replaced by eHR. For Outbound interfaces, the Source System ID is the system that will be replaced by eHR.

This document has been organized into separate tabs by system implementation so that it is clear what interfaces are needed for CWPAY replacement in 2010 versus CWTAPPS replacement in 2012, etc.

Items highlighted in blue on the Payroll Implementation tab are needed for Payroll Implementation, and will also require additional development/testing effort for HR implementation due to differing implementation requirements.

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Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
1	Payroll	CWPAY	AC	CWPAY E41E	Employee deduction and contribution data	Great West	Monthly	Outbound	Employee Savings and/or Horizons Plan Activity. Deduction codes: 138, 136, 137, 139, 141, 145, 151, 158.	V
2	Payroll	CWPAY	AC	Various	Employee deduction and contribution data	Various	Monthly	Outbound	For specific Deduction Codes and Destination System IDs, please see grouped interfaces numbered 2-1 through 2-47 at the end of this spreadsheet	V
3	Payroll	CWPAY	AC	CWPAY D85B	Employee earnings, deduction and contribution data	LACERA	Bi-Monthly	Outbound	Retirement Activity. All employees	V
4	Payroll	CWPAY	AC	CWPAY D91A	Employee Addresses	LACERA	Bi-Monthly	Outbound	Addresses. All employees.	V
5	Payroll	CWPAY	AC	CWPAY E40C & CWPAY E40D	Employee deduction data	Social Services Local 535; LACEA Local 660 Union	Monthly	Outbound	Employee deduction activity. Deduction codes 423 (Social Services) and 406 (LACEA local 660).	V
6	Payroll	CWPAY	AC	CWPAY E43A	Employee deduction and contribution data	Buck	Monthly	Outbound	Employee benefit activity. Benefit 05 and 06	V

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
7	Payroll	CWPAY	AC	CWPAY E47A	Employee deduction and salary data	Judges Calipers File	Monthly	Outbound	Employee deduction activity. Deduction codes 212, 180, 181, 213, 214, 152, 156, 182, 183, 184, 185	V
8	Payroll	CWPAY	AC	CWPAY E48A	Employee Benefit Data	Buck	Monthly	Outbound	Employee Benefit data, All Benefit Codes	V
9	Payroll	CWPAY	AC	CWPAY F24A AND F24B	Employee taxable wages and wages withheld	IRS and EDD	Quarterly and annual	Outbound	Employee Tax Information Note: Assume that baseline IRS interface file can be used for EDD as well.	V
10	Payroll	CWPAY	Great West LACERA Credit Unions Buck Unions Met-Life	Various outside agencies, KeyPunch	Deductions, Benefits	CWPAY	Semi Monthly	Inbound	Deds and Benefit Txns	C
11	Payroll	CWPAY	AC	Key Punch	Supplemental Pay Cancellation of Pay	CWPAY	Semi Monthly	Inbound	Suppl & Canc Txns	C
12	Payroll	CWPAY	AC	KeyPunch	YTD Adjustments to Earnings and Deductions and benefits	CWPAY	Semi Monthly	Inbound	Adjustment txns	C
14	Payroll	CWPAY	AC	CWPAY D67A	Direct Deposit File for current payday	CWPAY	Semi Monthly	Outbound	Bank Direct Deposit File.	V

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
15	Payroll	CWPAY	AC	CWPAY D60A	Warrant File for current payday	CWPAY	Semi Monthly	Outbound	Warrant Bank Reconciliation File	V
17	Payroll	CWPAY	AC	CWPAY E10E	Great West Demographic File	CWPAY	Monthly	Outbound	County employee eligibility for deferral plans	V
18	Payroll	CWPAY	AC	CWPAY E15B	Non Deduct File	Buck	Monthly	Outbound	All deductions not taken are selected for this file.	V
19	Payroll	CWPAY	AC	CWPAY D42A D42B	Pay Stub File	Proforma	Semi Monthly	Outbound	All pay stub images (warrant, direct deposit, Earn (no net).	V
20	Payroll	CWPAY	AC	CWPAY F28A F28B	W2 in service and out of service employees	Proforma	Annual	Outbound	Data file with all LA County W2 info.	V
21	Payroll	CWPAY	AC	CWPAYE21A	Unemployment Ins File	Employer's Unity	Monthly	Outbound	Data file with all LA County employee info	V
22	Payroll	CWPAY	AC	CWPAY	Salary and employee benefits accounting data	Many departments: DPSS, Health Services, Senior Development Services, Parks and recreations	Semi Monthly	Outbound	Departmental Salary and Employee Benefits Expenditures sent to different departments (data from PREXP created by the PAM process will need to be sent)	V

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
34	Benefits Admin	N/A	TPA	TPA system	Domestic Partner Health/Dental Insurance Coverage as an after-tax benefit	N/A - HRM	TBD	Inbound	TPA will pass information on Health/Dental Insurance coverage. The interface will establish and maintain pretax and after-tax Health/Dental insurance premiums meeting Federal and State	V
35	Payroll	N/A	Outside Organizations and County Depts	Various	Process payroll transaction deductions		Per pay cycle	Inbound	Each of the employee deductions file will potentially be affected	V
36	Payroll	N/A	CWPAY	CWPAY	Pay generated due to changes to historical data in CWPAY		Per pay cycle	Inbound	If retroactive benefit adjusts are required affecting large numbers of employees, use CWPAY to determine adjustment amounts and interface to Advantage for payment. NOTE: This interface will have to be modified during the HR Implementation project as well.	C

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
42	Personnel	Department of Human Resources & Buck	AC	CWTAPPS	Contains every active County employee's Employee Information and Health Insurance Eligibility information.	Department of Human Resources & Buck	Daily	Outbound	Since the layout and the business logic for all these files is very similar, these have been grouped together and will count as one interface. NOTE: This interface will have to be modified during the HR Implementation project as well.	V

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
45	Leave Accounting	PROFORMA	AC	CWPAY	Elective Leave Buyback file	PROFORMA	2 times a year September - after the processing of the August 31st pay period; November - after the processing of the November 30th pay period.)	Outbound	Contains Annualized Taxable Cash Limit and YTD Taxable Cash Received information from CWPAY. CWPAY transmits the file via FTP to PROFORMA. NOTE: This interface will have to be modified during the HR Implementation project as well.	C
54	Benefits Admin		AC	N/A - new	Reporting a large number of prior period changes to County Benefits and Insurance Premiums	Many departments	TBD	Outbound	Develop an external interface(s) to support reporting to agencies.	C
57	Budget		AC	N/A - new	Employee Benefits	eCAPS Budget Preparation	TBD	Outbound	NOTE: This interface will have to be modified during the HR Implementation project as well.	C

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
71	Classification	N/A	AC	CWTAPPS	TABLE: Classification information - TITLE	Advantage	TBD - need any changes at least every pay period	Inbound	Update of titles in payroll system to match CWTAPPS.	T
72	Classification	N/A	AC	CWTAPPS	TABLE: Classification information - SUB-TITLE	Advantage	TBD - need any changes at least every pay period	Inbound	Update of sub-titles in payroll system to match CWTAPPS.	T
73	Payroll	N/A	AC	CWTAPPS	TABLE: Location information	Advantage	TBD - need any changes at least every pay period	Inbound	Update of location codes in payroll system to match CWTAPPS so that employee pay locations can be maintained.	T
74	Personnel	N/A	AC	CWTAPPS	DOCUMENT: Employee status information	Advantage	TBD - need any changes at least every pay period	Inbound	Load ESMT (Employee Status Maintenance) documents to keep employee title, status, pay parameters, etc., in synch with CWTAPPS for payroll processing.	T
75	Payroll	N/A	AC	CWTAPPS	DOCUMENT: Employee Pay Location information	Advantage	TBD - need any changes at least every pay period	Inbound	Load DEPTD (Dept Specific Data) documents to keep Pay Locations in synch with CWTAPPS.	T

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
76	Payroll	N/A	AC	CWTAPPS	DOCUMENT: Employee SSN information	Advantage	TBD - need any changes at least for W2 processing	Inbound	Load ATTR (Empl Attributes) documents to keep SSN in synch with CWTAPPS.	T
77	Payroll	N/A	AC	CWTAPPS	DOCUMENT: Employee Address information	Advantage	TBD - need any changes at least for W2	Inbound	Load ADDR (Empl Address) documents to keep address in synch with CWTAPPS.	T
78	Payroll	N/A	AC	CWTAPPS	DOCUMENT: One-Time Payments	Advantage	TBD - need at least every pay period	Inbound	Load OTPAY (One time Payment) documents each pay period to account for employee pay period bonuses, etc. for payroll.	T
79	Time & Attendance	N/A	AC	CWTAPPS	DOCUMENT: Timesheets	Advantage	TBD - need at least every pay period	Inbound	Load timesheet documents (TIMEI or TADJ) each pay period from CWTAPPS for payroll processing.	T
80	Leave Accounting	N/A	AC	Advantage	Elective Annual Leave information	CWTAPPS	TBD - need at least every pay period	Outbound	Pass 2 types of information to CWTAPPS: EAL days purchased and EAL payout annualized taxable cash payout limit	T
81	Payroll	N/A	AC	Advantage	Cafeteria Plan eligibility information	CWTAPPS	TBD	Outbound	Pass cafeteria plan information back to CWTAPPS for informational purposes.	T

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
82	Payroll	N/A	AC	Advantage	Retirement codes	CWTAPPS	TBD	Outbound	If retirement codes remain in effect, this information will need to be passed from Advantage payroll to CWTAPPS for informational purposes.	T
83	Personnel	N/A	AC	CWTAPPS	Employee Name Change Info	Advantage	TBD - need any changes at least every pay period	Inbound	Load EICF (Employee Identification Change) documents to keep updated employee names in synch with CWTAPPS	T
Grouped Interfaces: Breakdown of Interface #2 above. These are all similar, but require minor adjustments for each Destination System ID.										
2-1	Payroll	CWPAY	AC	CWPAY B97A	Employee deduction and contribution data	Great West	Monthly	Outbound	Supplementals and Cancels for employees having Savings and/or Horizons Plans. Deduction codes 136, 137, 138, 139, 141, 145, 158, 151.	V
2-2	Payroll	CWPAY	AC	CWPAY D80B	Employee deduction and contribution data	MAP	Bi-Monthly	Outbound	Employee Pension Savings Activity. Deduction code 188.	V
2-3	Payroll	CWPAY	AC	CWPAY E39A	Employee deduction and contribution data	Pacific Care of California	Monthly	Outbound	Employee deduction and contribution activity.	V
2-4	Payroll	CWPAY	AC	CWPAY E39B	Employee deduction data	Association of LA Deputy	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-5	Payroll	CWPAY	AC	CWPAY E39D	Employee deduction data	LA County Filipino	Monthly	Outbound	Employee deduction activity. Deduction Code	V

Appendix D-6 Interfaces Payroll Implementation (CWPAI Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
2-6	Payroll	CWPAY	AC	CWPAY E39E	Employee deduction data	LA County Police	Monthly	Outbound	Employee deduction activity. Deduction code	V
2-7	Payroll	CWPAY	AC	CWPAY E39F	Employee deduction and contribution data	Delta Dental	Monthly	Outbound	Employee deduction activity. Deduction Code	V
2-8	Payroll	CWPAY	AC	CWPAY E39G	Employee deduction data	Chicano Employees	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-9	Payroll	CWPAY	AC	CWPAY E39H	Employee deduction data	POPA Federal	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-10	Payroll	CWPAY	AC	CWPAY E39I	Employee deduction data	Sheriff's Relief Fund	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-11	Payroll	CWPAY	AC	CWPAY E39J	Employee deduction data	1st City Savings	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-12	Payroll	CWPAY	AC	CWPAY E45A	Employee deduction data	1st City Savings	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-13	Payroll	CWPAY	AC	CWPAY E40A	Employee deduction data	United Way of Greater	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-14	Payroll	CWPAY	AC	CWPAY E40B	Employee deduction data	Public Works Credit	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-15	Payroll	CWPAY	AC	CWPAY E40E	Employee deduction data	LA Financial CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-16	Payroll	CWPAY	AC	CWPAY E45B	Employee deduction data	LA Financial CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-17	Payroll	CWPAY	AC	CWPAY E40F	Employee deduction data	Black Employees	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-18	Payroll	CWPAY	AC	CWPAY E40G	Employee deduction and contribution data	Kaiser Health	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-19	Payroll	CWPAY	AC	CWPAY E40H	Employee deduction and contribution data	Buck	Monthly	Outbound	Employee deduction and contribution activity.	V
2-20	Payroll	CWPAY	AC	CWPAY E40J	Employee deduction data	LA County Stentorians	Monthly	Outbound	Employee deduction activity. Deduction codes	V

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
2-21	Payroll	CWPAY	AC	CWPAY E40I	Employee deduction data	F & A Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-22	Payroll	CWPAY	AC	CWPAY E45C	Employee deduction data	F & A Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-23	Payroll	CWPAY	AC	CWPAY E41A	Employee deduction data	Fiscal Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-24	Payroll	CWPAY	AC	CWPAY E45D	Employee deduction data	Fiscal Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-25	Payroll	CWPAY	AC	CWPAY E41B	Employee deduction data	Bond Series EE	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-26	Payroll	CWPAY	AC	CWPAY E41C	Employee deduction data	Harbor Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-27	Payroll	CWPAY	AC	CWPAY E45E	Employee deduction data	Harbor Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-28	Payroll	CWPAY	AC	CWPAY E41D	Employee deduction data	Lockheed Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-29	Payroll	CWPAY	AC	CWPAY E41F	Employee deduction and contribution data	Safeguard Dental	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-30	Payroll	CWPAY	AC	CWPAY E41G	Employee deduction and contribution data	Dental PMI	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-31	Payroll	CWPAY	AC	CWPAY E41H	Employee deduction data	Olive View Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-32	Payroll	CWPAY	AC	CWPAY E41I	Employee deduction data	Southland CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-33	Payroll	CWPAY	AC	CWPAY E45F	Employee deduction data	Southland CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-34	Payroll	CWPAY	AC	CWPAY E41J	Employee deduction and contribution data	Benefit Services	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-35	Payroll	CWPAY	AC	CWPAY E45J	Employee deduction data	SEIU Local 535	Monthly	Outbound	Employee deduction activity. Deduction codes	V

Appendix D-6 Interfaces Payroll Implementation (CWPAY Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
2-36	Payroll	CWPAY	AC	CWPAY E45H	Employee deduction data	Joint Council Interns &	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-37	Payroll	CWPAY	AC	CWPAY E45I	Employee deduction data	LA County Lifeguard	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-38	Payroll	CWPAY	AC	CWPAY E47D	Employee deduction data	Union Life	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-39	Payroll	CWPAY	AC	CWPAY E47C	Employee deduction data	Benefit Services	Monthly	Outbound	Employee deduction activity. Deduction codes >	V
2-40	Payroll	CWPAY	AC	CWPAY E47E	Employee deduction data	Judges Assoc	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-41	Payroll	CWPAY	AC	CWPAY E47F	Employee deduction data	LA County Environment	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-42	Payroll	CWPAY	AC	CWPAY E47G	Employee deduction data	Union of American	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-43	Payroll	CWPAY	AC	CWPAY E47H	Employee deduction data	LA Sheriff's Professional	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-44	Payroll	CWPAY	AC	CWPAY E47I	Employee deduction data	Operational Engineers	Monthly	Outbound	Employee deduction activity. Deduction codes	V
2-45	Payroll	CWPAY	AC	CWPAY???	Employee deduction and contribution data	CIGNA / Benefit	Monthly	Outbound	Employee deduction and contribution activity.	V
2-46	Payroll	CWPAY	AC	CWPAY???	Employee deduction and contribution data	CAPE / Blue Shield	Monthly	Outbound	Employee deduction and contribution activity.	V
2-47	Payroll	CWPAY	AC	CWPAY???	Employee deduction and contribution data	Fire Fighters	Monthly	Outbound	Employee deduction and contribution activity.	V

Appendix D-6 Interfaces Human Resources Implementation (CWTAPPS Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
23	Personnel	CWTAPPS	Various	CertFTP/DEPTS	Exams List Information	CWTAPPS	Daily	Inbound	Exams List information transmitted via FTP from various departments and loaded to the CWTAPPS Cert List database to allow departments to view and share Exams List.	C
24	Personnel	CWTAPPS	Various	DEPTS/TAPPS	Personnel batch transactions (JHIR, JJOB, JBON, JBHT, EDIR, et.) from various departments	CWTAPPS	Approx 5-6 times every Pay Period	Inbound	Personnel batch transactions (JHIR, JJOB, JBON, JBHT, EDIR, etc.) from various departments. Various record layouts depending on the type of Personnel transaction. For example, a JHIR transaction has a different layout from a JJOB transaction. Sheriff's Department loads their transactions to the file. Other departments like Department of Health Services requests Auditor-Controller Systems staff to load their transactions.	C
25	Personnel	CWTAPPS	Sheriff's Department	PIMS	Sheriff's Department Personnel batch transactions	CWTAPPS	Approx. 5-6 time every Pay Period	Inbound	Sheriff's Department Personnel batch transactions. ACCWATPS job reads the file and loads it to SYSACW.P.KEYDFILE.	C

**Appendix D-6 Interfaces
Human Resources Implementation (CWTAPPS Replacement)**

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
26	Personnel	CWTAPPS	CAO Risk Management		Contains information of employees receiving Straight Temporary Disability payments (Worker's Compensation).	CWTAPPS	On-demand	Inbound	CWTAPPS produces the Employees Receiving Straight Temporary Disability Payments report using this file, and distributes the report to County departments via Report Distribution Management (RDM).	C
27	Personnel	CWTAPPS	Social Security Administration		Social Security Number Verification file	CWTAPPS	Annually (Sept 1)	Inbound	Contains verified information with the associated Verification Codes. File is used to produce the Social Security Number Verification Exception Report which lists all employees with discrepancies in Social Security Number, Employee Name, Date of Birth, and Gender information. Report is distributed to Countywide Payroll Division and all County departments.	V

Appendix D-6 Interfaces Human Resources Implementation (CWTAPPS Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/ Outbound	Comments	Type
28	Time & Attendance	CWTAPPS	Beaches & Harbor, ACCWP DE, DPSS, FD, ISD, DPW	Various	Time Card batch transactions	CWTAPPS	Approx 5-6 times every Pay Period	Inbound	Since the layout and business logic for all these files is very similar, these have been groupd together and will count as one interface. A total of 6 files to be included.	C
29	Payroll	CWTAPPS	DPW		Mileage and Parking Claims batch transactions from Department of Public Works.	CWTAPPS	Approx 5-6 times every Pay Period	Inbound	Contains Miles Driven and Parking Amount information being claimed for reimbursement by an employee. ACCWCDEM job reads the file and loads it to SYSACW.P.CMBE.INPUT.	C
30	Personnel	CWTAPPS	Sheriff's Department	WQS - Weapons Qualification System	Sheriff's Shooting Bonus Batch Transaction	CWTAPPS	Weekly	Inbound	Sheriff's Shooting Bonus Batch Transaction	C
31	Personnel	N/A	OHP	CAO's Occupational Health Program (OHP)	Substance Abuse Information	N/A - HRM	TBD	Inbound	The interface will provide employee information so that the OHP can update that information in their database. No drug abuse information is stored in HRM and hence shall not be passed.	C

**Appendix D-6 Interfaces
Human Resources Implementation (CWTAPPS Replacement)**

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
32	Benefits Admin	N/A	LACERA	LACERA	Employee's retirement date interface	N/A - HRM	TBD	Inbound	LACERA will pass this file that shall enable the County in tracking and entering retirement dates.	C
37	Position Control	N/A	eCAPS Budget Preparation	eCAPS Budget Preparation	Position Changes		TBD	Input Internal	The number of files depend on how Budget Preparation / HRM is set up (perhaps 3 times: Proposed, Final, Adopted)	C
38	Recruiting & Staffing	N/A	Sheriff's Department	Pre-Employment Tracking System (PTS)	Sheriff's new hire or rehire employee information		Approximately 2 times per month	Inbound		C
39	Personnel	Federal Government via Countywide Payroll Division	AC	CWTAPPS	New Employee Registry file	Federal Government via Countywide Payroll Division	Every 15 th and End of the Month	Outbound	Tape file containing Social Security Number, Date of Birth, address and other personnel information of all newly hired and rehired employees. Tape file is sent to Federal Government via Countywide Payroll Division.	C

Appendix D-6 Interfaces Human Resources Implementation (CWTAPPS Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
40	Personnel	Social Security Administration (SSA) via Countywide Payroll Division	AC	CWTAPPS	Tape file which contains Social Security Number, Employee Name, Date of Birth, and Gender information of County's active and out-of-service employees.	Social Security Administration (SSA) via Countywide Payroll Division	Annually	Outbound	File is sent to Social Security Administration (SSA) via Countywide Payroll Division. SSA verifies the employee information on the file against the information on their database, and reports back to the County the verified employee information with the associated Verification Codes.	V
41	Personnel	Unions	AC	CWTAPPS	Union file	Unions	Monthly	Outbound	Contains information of employees in various bargaining units of a specific Union. A separate file is created for each Union. File for California Association of Professional Employees (CAPE) is transmitted to their server via FTP. Other Union files are picked up from the TSO mainframe after CWPAY Update for the end of the month accrual.	V

Appendix D-6 Interfaces Human Resources Implementation (CWTAPPS Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
43	Personnel	Buck	AC	CWTAPPS	Employee Address file	Buck	Daily	Outbound	Contains address information of all County employees who are currently in-service and those who had terminated for the past 2 years (as of the system run date). Note that it may be possible to eliminate this interface - to be determined during the implementation phase.	V
44	Leave Accounting	GENCOMP / Chief Administrative Office Risk Management	AC	CWTAPPS	Contains Industrial Accident (EMIA) information of all County employees who are currently in service or out-of-service with open or closed Industrial Accident records as of the system run date.	GENCOMP / Chief Administrative Office Risk Management	Monthly	Outbound	File is transmitted to GENCOMP, County's Third Party Administrator for Worker's Compensation on a monthly basis.	C
46	Time & Attendance	Internal Services Department – Com Xerox	AC	CWTAPPS	Early Time Sheets.	Internal Services Department – Com Xerox	2 times a month (around the 4 th and the 15 th of the month.	Outbound	Image file for the Early Time Sheets. Contains employee job and pay period information. Does not include work schedule information. File is sent to ISD Com Xerox to print hard copy time sheets on an 8 ½ paper.	C

Appendix D-6 Interfaces Human Resources Implementation (CWTAPPS Replacement)

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
47	Time & Attendance	Internal Services Department – Com Xerox	AC	CWTAPPS	Time Sheets.	Internal Services Department – Com Xerox	2 times a month (around the 14 th and the 28 th of the month.	Outbound	Image file for the regular Time Sheets. Contains employee job, pay period, and work schedule information. File is sent to ISD Com Xerox to print hard copy time sheets on an 8 ½ paper.	C
48	Security	Internal Services Department Data Security	AC	CWTAPPS	ISD Data Security Extract file.	Internal Services Department Data Security	Daily	Outbound	Contains Employee Name, Employee Job, Date of Birth, Social Security Number, and Home Address information. ISD Data Security uses the information to maintain Data Security files.	C
49	Personnel	Department of Public Works & Internal Services Department	AC	CWTAPPS	Automated Fuel System Extract file.	Department of Public Works & Internal Services Department	Monthly	Outbound	Contains employee job and employee name information of employees from Department of Public Works and Internal Services Department. Since the layout and the business logic for both of these files is very similar, they have been grouped together and will count as one interface.	C

**Appendix D-6 Interfaces
Human Resources Implementation (CWTAPPS Replacement)**

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
50	Personnel	Sheriff's Department	AC	CWTAPPS	Extract file of employee job history	Sheriff's Department	Weekly	Outbound	Extract file of employee job history information of employees currently active, new hires, rehires and new transfers into Sheriff's Department.	C
51	Personnel	Hall of Administration	AC	CWTAPPS	Personnel Audit file for offsite storage	Hall of Administration	Weekly	Outbound		C
52	Misc		AC	N/A - new	Grievance and Incident information	Advocacy	On-demand	Outbound	Advocacy was surveyed to determine what data they will require from the Advantage system. Their request is better suited for an on request outbound interface from Advantage to the county system.	C
53	Personnel		AC	N/A - new	Employee's Drivers License Information	California Department of Transportation	TBD	Outbound	Download of employees with particular driver's licenses (Class B or higher with some exceptions).	C
55	Budget		AC	N/A - new	Position Data	eCAPS Budget Preparation	TBD	Outbound	This includes position allocations if funding is allocated. Also, 'ordinance' positions may require a separate interface (to be discussed during implementation)	C

**Appendix D-6 Interfaces
Human Resources Implementation (CWTAPPS Replacement)**

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/ Outbound	Comments	Type
56	Budget		AC	N/A - new	Employee Data	eCAPS Budget Preparation	TBD	Outbound	This includes future changes to employee's data	C
58	Budget		AC	N/A - new	Employee Supplemental Pays	eCAPS Budget Preparation	TBD	Outbound		C
59	Budget		AC	N/A - new	Salary Tables	eCAPS Budget Preparation	TBD	Outbound	Budget Preparation will also need Classifications data, this will be sent from the County's Classification/Compensation system (as it has been decided the County will keep their current Compensation system)	C
69	Recruiting & Staffing				Candidate	Advantage	Real-time	Outbound	After a candidate is hired, employee information is send to the on-boarding system (Advantage or another system)	C

Appendix D-6 Interfaces Talent Management Implementation

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
60	Recruiting & Staffing	JLO System		N/A - New	AMS Advantage Talent Management to integrate with JLO	Job Listing Opportunities (JLO) County system	TBD	Outbound	An interface from JLO to AMS Advantage Talent Management	C
61	Recruiting & Staffing	Job Analysis		Sigma Data System (WRIPAC)	Exam Plan		Daily	Inbound	Used to create the exam plan during bulletin creation	C
62	Recruiting & Staffing	Job Classification		LA County's Job Classification System	Bulletin		Daily	Inbound	Used to create the exam plan during bulletin creation	C
63	Recruiting & Staffing	Job Certification		LA County's Job Certification System	Bulletin		Daily	Inbound	Used to create the exam plan during bulletin creation	C
64	Recruiting & Staffing	LA County Hotline		N/A - New	Job Posting	LA County Hotline	Real-time	Outbound	Used during job posting to the LA County voice "Hotline"	C
65	Recruiting & Staffing	Appeals System		N/A - New	Candidate	Appeals System	Real-time	Outbound	Sent to the appeals sub-system during a candidate appeal	C
66	Recruiting & Staffing	Advocacy		N/A - New	Candidate	Advocacy	Real-time	Outbound	Sent to the advocacy sub-system during a candidate advocacy	C
67	Recruiting & Staffing	Job Boards		N/A - New	Bulletin	Monster.com, Career Builder.com, etc....	Real-time	Outbound	Used during job posting to external job boards	V

Appendix D-6 Interfaces Talent Management Implementation

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type
68	Recruiting & Staffing	Pre-employment background check		N/A - New	Background check	Background check vendor	Real-time	Inbound	Used to verify employment data	C

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
1	Payroll	CWPAY	AC	CWPAY E41E	Employee deduction and contribution data	Great West	Monthly	Outbound	Employee Savings and/or Horizons Plan Activity. Deduction codes: 138, 136, 137, 139, 141, 145, 151, 158.	V	1
2	Payroll	CWPAY	AC	Various	Employee deduction and contribution data	Various	Monthly	Outbound	For specific Deduction Codes and Destination System IDs, please see grouped interfaces numbered 2-1 through 2-47 at the end of this spreadsheet	V	1
3	Payroll	CWPAY	AC	CWPAY D85B	Employee earnings, deduction and contribution data	LACERA	Bi-Monthly	Outbound	Retirement Activity. All employees	V	1
4	Payroll	CWPAY	AC	CWPAY D91A	Employee Addresses	LACERA	Bi-Monthly	Outbound	Addresses. All employees.	V	1
5	Payroll	CWPAY	AC	CWPAY E40C & CWPAY E40D	Employee deduction data	Social Services Local 535; LACEA Local 660 Union	Monthly	Outbound	Employee deduction activity. Deduction codes 423 (Social Services) and 406 (LACEA local 660).	V	1
6	Payroll	CWPAY	AC	CWPAY E43A	Employee deduction and contribution data	Buck	Monthly	Outbound	Employee benefit activity. Benefit 05 and 06	V	1
7	Payroll	CWPAY	AC	CWPAY E47A	Employee deduction and salary data	Judges Calipers File	Monthly	Outbound	Employee deduction activity. Deduction codes 212, 180, 181, 213, 214, 152, 156, 182, 183, 184, 185	V	1
8	Payroll	CWPAY	AC	CWPAY E48A	Employee Benefit Data	Buck	Monthly	Outbound	Employee Benefit data, All Benefit Codes	V	1

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
9	Payroll	CWPAY	AC	CWPAY F24A AND F24B	Employee taxable wages and wages withheld	IRS and EDD	Quarterly and annual	Outbound	Employee Tax Information Note: Assume that baseline IRS interface file can be used for EDD as well.	V	1
10	Payroll	CWPAY	Great West LACERA Credit Unions Buck Unions Met-Life	Various outside agencies, KeyPunch	Deductions, Benefits	CWPAY	Semi Monthly	Inbound	Deds and Benefit Txns	P	1
11	Payroll	CWPAY	AC	Key Punch	Supplemental Pay Cancellation of Pay	CWPAY	Semi Monthly	Inbound	Suppl & Canc Txns	T	1
12	Payroll	CWPAY	AC	KeyPunch	YTD Adjustments to Earnings and Deductions and benefits	CWPAY	Semi Monthly	Inbound	Adjustment txns	T	1
13	Payroll	CWPAY	AC	CWPAY	One Pay Period's data	CWPAY	Semi Monthly	Outbound	Earnings, deductions, benefits for each employee for one pay period. Detail Pay File - internal so no longer needed	P	X
14	Payroll	CWPAY	AC	CWPAY D67A	Direct Deposit File for current payday	CWPAY	Semi Monthly	Outbound	Bank Direct Deposit File.	V	1
15	Payroll	CWPAY	AC	CWPAY D60A	Warrant File for current payday	CWPAY	Semi Monthly	Outbound	Warrant Bank Reconciliation File	V	1
16	Payroll	CWPAY	AC	LACERA	Permissive Non Permissive deductions	CWPAY	Monthly	Inbound	LACERA identifies permissive and non permissive retirement deductions	V	X

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
17	Payroll	CWPAY	AC	CWPAY E10E	Great West Demographic File	CWPAY	Monthly	Outbound	County employee eligibility for deferral plans	V	1
18	Payroll	CWPAY	AC	CWPAY E15B	Non Deduct File	Buck	Monthly	Outbound	All deductions not taken are selected for this file.	V	1
19	Payroll	CWPAY	AC	CWPAY D42A D42B	Pay Stub File	Proforma	Semi Monthly	Outbound	All pay stub images (warrant, direct deposit, Earn (no net).	V	1
20	Payroll	CWPAY	AC	CWPAY F28A F28B	W2 in service and out of service employees	Proforma	Annual	Outbound	Data file with all LA County W2 info.	V	1
21	Payroll	CWPAY	AC	CWPAYE21A	Unemployment Ins File	Employer's Unity	Monthly	Outbound	Data file with all LA County employee info	V	1
22	Payroll	CWPAY	AC	CWPAY	Salary and employee benefits accounting data	Many departments: DPSS, Health Services, Senior Development Services, Parks and recreations	Semi Monthly	Outbound	Departmental Salary and Employee Benefits Expenditures sent to different departments (data from PREXP created by the PAM process will need to be sent)	V	1
23	Personnel	CWTAPPS	Various	CertFTP/DEPTS	Exams List Information	CWTAPPS	Daily	Inbound	Exams List information transmitted via FTP from various departments and loaded to the CWTAPPS Cert List database to allow departments to view and share Exams List.	T	2

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
24	Personnel	CWTAPPS	Various	DEPTS/TAPPS	Personnel batch transactions (JHIR, JJOB, JBON, JBHT, EDIR, et.) from various departments	CWTAPPS	Approx 5-6 times every Pay Period	Inbound	Personnel batch transactions (JHIR, JJOB, JBON, JBHT, EDIR, etc.) from various departments. Various record layouts depending on the type of Personnel transaction. For example, a JHIR transaction has a different layout from a JJOB transaction. Sheriff's Department loads their transactions to the file. Other departments like Department of Health Services requests Auditor-Controller Systems staff to load their transactions.	T	2
25	Personnel	CWTAPPS	Sheriff's Department	PIMS	Sheriff's Department Personnel batch transactions	CWTAPPS	Approx. 5-6 time every Pay Period	Inbound	Sheriff's Department Personnel batch transactions. ACCWATPS job reads the file and loads it to SYSACW.P.KEYDFILE.	T	2
26	Personnel	CWTAPPS	CAO Risk Management		Contains information of employees receiving Straight Temporary Disability payments (Worker's Compensation).	CWTAPPS	On-demand	Inbound	CWTAPPS produces the Employees Receiving Straight Temporary Disability Payments report using this file, and distributes the report to County departments via Report Distribution Management (RDM).	P	2

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
27	Personnel	CWTAPPS	Social Security Administration		Social Security Number Verification file	CWTAPPS	Annually (Sept 1)	Inbound	Contains verified information with the associated Verification Codes. File is used to produce the Social Security Number Verification Exception Report which lists all employees with discrepancies in Social Security Number, Employee Name, Date of Birth, and Gender information. Report is distributed to Countywide Payroll Division and all County departments.	V	2
28	Time & Attendance	CWTAPPS	Beaches & Harbor, ACCWP DE, DPSS, FD, ISD, DPW	Various	Time Card batch transactions	CWTAPPS	Approx 5-6 times every Pay Period	Inbound	Since the layout and business logic for all these files is very similar, these have been groupd together and will count as one interface. A total of 6 files to be included.	P	2

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
29	Payroll	CWTAPPS	DPW		Mileage and Parking Claims batch transactions from Department of Public Works.	CWTAPPS	Approx 5-6 times every Pay Period	Inbound	Contains Miles Driven and Parking Amount information being claimed for reimbursement by an employee. ACCWCDEM job reads the file and loads it to SYSACW.P.CMBE.INPUT.	P	2
30	Personnel	CWTAPPS	Sheriff's Department	WQS - Weapons Qualification System	Sheriff's Shooting Bonus Batch Transaction	CWTAPPS	Weekly	Inbound	Sheriff's Shooting Bonus Batch Transaction	P	2
31	Personnel	N/A	OHP	CAO's Occupational Health Program (OHP)	Substance Abuse Information	N/A - HRM	TBD	Inbound	The interface will provide employee information so that the OHP can update that information in their database. No drug abuse information is stored in HRM and hence shall not be passed.	P	2
32	Benefits Admin	N/A	LACERA	LACERA	Employee's retirement date interface	N/A - HRM	TBD	Inbound	LACERA will pass this file that shall enable the County in tracking and entering retirement dates.	P	2
33	Benefits Admin	N/A	TPA	TPA system	Calculation of Megaflex Elective Annual Leave	N/A - HRM	TBD	Inbound	TPA will pass information on number of days with elective leave. The interface will calculate the number of hours/days and cost	V	X

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
34	Benefits Admin	N/A	TPA	TPA system	Domestic Partner Health/Dental Insurance Coverage as an after-tax benefit	N/A - HRM	TBD	Inbound	TPA will pass information on Health/Dental Insurance coverage. The interface will establish and maintain pretax and after-tax Health/Dental insurance premiums meeting Federal and State	V	1
35	Payroll	N/A	Outside Organizations and County Depts	Various	Process payroll transaction deductions		Per pay cycle	Inbound	Each of the employee deductions file will potentially be affected	V	1
36	Payroll	N/A	CWPAY	CWPAY	Pay generated due to changes to historical data in CWPAY		Per pay cycle	Inbound	If retroactive benefit adjusts are required affecting large numbers of employees, use CWPAY to determine adjustment amounts and interface to Advantage for payment.	T	3
37	Position Control	N/A	eCAPS Budget Preparation	eCAPS Budget Preparation	Position Changes		TBD	Inbound	The number of files depend on how Budget Preparation / HRM is set up (perhaps 3 times: Proposed, Final, Adopted)	P	4
38	Recruiting & Staffing	N/A	Sheriff's Department	Pre-Employment Tracking System (PTS)	Sheriff's new hire or rehire employee information		Approximately 2 times per month	Inbound		P	2

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
39	Personnel	Federal Government via Countywide Payroll Division	AC	CWTAPPS	New Employee Registry file	Federal Government via Countywide Payroll Division	Every 15 th and End of the Month	Outbound	Tape file containing Social Security Number, Date of Birth, address and other personnel information of all newly hired and rehired employees. Tape file is sent to Federal Government via Countywide Payroll Division.	P	2
40	Personnel	Social Security Administration (SSA) via Countywide Payroll Division	AC	CWTAPPS	Tape file which contains Social Security Number, Employee Name, Date of Birth, and Gender information of County's active and out-of-service employees.	Social Security Administration (SSA) via Countywide Payroll Division	Annually	Outbound	File is sent to Social Security Administration (SSA) via Countywide Payroll Division. SSA verifies the employee information on the file against the information on their database, and reports back to the County the verified employee information with the associated Verification Codes.	V	2

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
41	Personnel	Unions	AC	CWTAPPS	Union file	Unions	Monthly	Outbound	Contains information of employees in various bargaining units of a specific Union. A separate file is created for each Union. File for California Association of Professional Employees (CAPE) is transmitted to their server via FTP. Other Union files are picked up from the TSO mainframe after CWPAY Update for the end of the month accrual.	V	2
42	Personnel	Department of Human Resources & Buck	AC	CWTAPPS	Contains every active County employee's Employee Information and Health Insurance Eligibility information.	Department of Human Resources & Buck	Daily	Outbound	Since the layout and the business logic for all these files is very similar, these have been grouped together and will count as one interface.	V	3

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
43	Personnel	Buck	AC	CWTAPPS	Employee Address file	Buck	Daily	Outbound	Contains address information of all County employees who are currently in-service and those who had terminated for the past 2 years (as of the system run date).	V	x
44	Leave Accounting	GENCOMP / Chief Administrative Office Risk Management	AC	CWTAPPS	Contains Industrial Accident (EMIA) information of all County employees who are currently in service or out-of-service with open or closed Industrial Accident records as of the system run date.	GENCOMP / Chief Administrative Office Risk Management	Monthly	Outbound	File is transmitted to GENCOMP, County's Third Party Administrator for Worker's Compensation on a monthly basis.	P	2
45	Leave Accounting	PROFORMA	AC	CWPAY	Elective Leave Buyback file	PROFORMA	2 times a year September - after the processing of the August 31st pay period; November - after the processing of the November 30th pay period.)	Outbound	contains Annualized Taxable Cash Limit and YTD Taxable Cash Received information from CWPAY. CWPAY transmits the file via FTP to PROFORMA.	P	3

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
46	Time & Attendance	Internal Services Department - Com Xerox	AC	CWTAPPS	Early Time Sheets.	Internal Services Department - Com Xerox	2 times a month (around the 4 th and the 18 th of the month.	Outbound	Image file for the Early Time Sheets. Contains employee job and pay period information. Does not include work schedule information. File is sent to ISD Com Xerox to print hard copy time sheets on an 8 ½ paper.	P	2
47	Time & Attendance	Internal Services Department - Com Xerox	AC	CWTAPPS	Time Sheets.	Internal Services Department - Com Xerox	2 times a month (around the 14 th and the 28 th of the month.	Outbound	Image file for the regular Time Sheets. Contains employee job, pay period, and work schedule information. File is sent to ISD Com Xerox to print hard copy time sheets on an 8 ½ paper.	P	2
48	Security	Internal Services Department Data Security	AC	CWTAPPS	ISD Data Security Extract file.	Internal Services Department Data Security	Daily	Outbound	Contains Employee Name, Employee Job, Date of Birth, Social Security Number, and Home Address information. ISD Data Security uses the information to maintain Data Security files.	P	2

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
49	Personnel	Department of Public Works & Internal Services Department	AC	CWTAPPS	Automated Fuel System Extract file.	Department of Public Works & Internal Services Department	Monthly	Outbound	Contains employee job and employee name information of employees from Department of Public Works and Internal Services Department. Since the layout and the business logic for both of these files is very similar, they have been grouped together and will count as one interface.	P	2
50	Personnel	Sheriff's Department	AC	CWTAPPS	Extract file of employee job history	Sheriff's Department	Weekly	Outbound	Extract file of employee job history information of employees currently active, new hires, rehires and new transfers into Sheriff's Department.	P	2
51	Personnel	Hall of Administration	AC	CWTAPPS	Personnel Audit file for offsite storage	Hall of Administration	Weekly	Outbound		P	2
52	Misc		AC	N/A - new	Grievance and Incident information	Advocacy	On-demand	Outbound	Advocacy was surveyed to determine what data they will require from the Advantage system. Their request is better suited for an on request outbound interface from Advantage to the county system.	P	2

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
53	Personnel		AC	N/A - new	Employee's Drivers License Information	California Department of Transportation	TBD	Outbound	Download of employees with particular driver's licenses (Class B or higher with some exceptions).	P	2
54	Benefits Admin		AC	N/A - new	Reporting a large number of prior period changes to County Benefits and Insurance Premiums	Many departments	TBD	Outbound	Develop an external interface(s) to support reporting to agencies.	P	1
55	Budget		AC	N/A - new	Position Data	eCAPS Budget Preparation	TBD	Outbound	This includes position allocations if funding is allocated. Also, 'ordinance' positions may require a separate interface (to be discussed during implementation)	P	4
56	Budget		AC	N/A - new	Employee Data	eCAPS Budget Preparation	TBD	Outbound	This includes future changes to employee's data	P	4
57	Budget		AC	N/A - new	Employee Benefits	eCAPS Budget Preparation	TBD	Outbound		P	3
58	Budget		AC	N/A - new	Employee Supplemental Pays	eCAPS Budget Preparation	TBD	Outbound		P	4

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
59	Budget		AC	N/A - new	Salary Tables	eCAPS Budget Preparation	TBD	Outbound	Budget Preparation will also need Classifications data, this will be sent from the County's Classification/Compensation system (as it has been decided the County will keep their current Compensation system)	P	4
60	Recruiting & Staffing	JLO System		N/A - new	AMS Advantage Talent Management to integrate with JLO	Job Listing Opportunities (JLO) County system	TBD	Outbound	An interface from JLO to AMS Advantage Talent Management	P	5
61	Recruiting & Staffing	Job Analysis		Sigma Data System (WRIPAC)	Exam Plan		Daily	Inbound	Used to create the exam plan during bulletin creation	P	5
62	Recruiting & Staffing	Job Classification		LA County's Job Classification System	Bulletin		Daily	Inbound	Used to create the exam plan during bulletin creation	P	5
63	Recruiting & Staffing	Job Certification		LA County's Job Certification System	Bulletin		Daily	Inbound	Used to create the exam plan during bulletin creation	P	5
64	Recruiting & Staffing	LA County Hotline		N/A - new	Job Posting	LA County Hotline	Real-time	Outbound	Used during job posting to the LA County voice "Hotline"	P	5
65	Recruiting & Staffing	Appeals System		N/A - new	Candidate	Appeals System	Real-time	Outbound	Sent to the appeals sub-system during a candidate appeal	P	5
66	Recruiting & Staffing	Advocacy		N/A - new	Candidate	Advocacy	Real-time	Outbound	Sent to the advocacy sub-system during a candidate advocacy	P	5

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
67	Recruiting & Staffing	Job Boards		N/A - new	Bulletin	Monster.com, Career Builder.com,	Real-time	Outbound	Used during job posting to external job boards	P	5
68	Recruiting & Staffing	Pre-employment background		N/A - new	Background check	Background check vendor	Real-time	Inbound	Used to verify employment data	P	5
69	Classification	N/A	AC	CWTAPPS	TABLE: Classification information - TITLE	Advantage	TBD - need any changes at least every pay period	Inbound	Update of titles in payroll system to match CWTAPPS.	T	1
70	Classification	N/A	AC	CWTAPPS	TABLE: Classification information - SUB-TITLE	Advantage	TBD - need any changes at least every pay period	Inbound	Update of sub-titles in payroll system to match CWTAPPS.	T	1
71	Payroll	N/A	AC	CWTAPPS	TABLE: Location information	Advantage	TBD - need any changes at least every pay period	Inbound	Update of location codes in payroll system to match CWTAPPS so that employee pay locations can be maintained.	T	1
72	Personnel	N/A	AC	CWTAPPS	DOCUMENT: Employee status information	Advantage	TBD - need any changes at least every pay period	Inbound	Load ESMT (Employee Status Maintenance) documents to keep employee title, status, pay parameters, etc., in synch with CWTAPPS for payroll processing.	T	1
73	Payroll	N/A	AC	CWTAPPS	DOCUMENT: Employee Pay Location information	Advantage	TBD - need any changes at least every pay period	Inbound	Load DEPTD (Dept Specific Data) documents to keep Pay Locations in synch with CWTAPPS.	T	1

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
74	Payroll	N/A	AC	CWTAPPS	DOCUMENT: Employee SSN information	Advantage	TBD - need any changes at least for W2 processing	Inbound	Load ATTR (Empl Attributes) documents to keep SSN in synch with CWTAPPS.	T	1
75	Payroll	N/A	AC	CWTAPPS	DOCUMENT: Employee Address information	Advantage	TBD - need any changes at least for W2	Inbound	Load ADDR (Empl Address) documents to keep address in synch with CWTAPPS.	T	1
76	Payroll	N/A	AC	CWTAPPS	DOCUMENT: One-Time Payments	Advantage	TBD - need at least every pay period	Inbound	Load OTPAY (One time Payment) documents each pay period to account for employee pay period bonuses, etc. for payroll.	T	1
77	Time & Attendance	N/A	AC	CWTAPPS	DOCUMENT: Timesheets	Advantage	TBD - need at least every pay period	Inbound	Load timesheet documents (TIMEI or TADJ) each pay period from CWTAPPS for payroll processing.	T	1
78	Leave Accounting	N/A	AC	Advantage	Elective Annual Leave information	CWTAPPS	TBD - need at least every pay period	Outbound	Pass 2 types of information to CWTAPPS: EAL days purchased and EAL payout annualized taxable cash payout limit	T	1
79	Payroll	N/A	AC	Advantage	Cafeteria Plan eligibility information	CWTAPPS	TBD	Outbound	Pass cafeteria plan information back to CWTAPPS for informational purposes.	T	1

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
80	Payroll	N/A	AC	Advantage	Retirement codes	CWTAPPS	TBD	Outbound	If retirement codes remain in effect, this information will need to be passed from Advantage payroll to CWTAPPS for informational purposes.	T	1
81	Personnel	N/A	AC	CWTAPPS	Employee Name Change Info	Advantage	TBD - need any changes at least every pay period	Inbound	Load EICF (Employee Identification Change) documents to keep updated employee names in synch with CWTAPPS	T	
Grouped Interfaces: Breakdown of Interface #2 above. These are all similar, but require minor adjustments for each Destination System ID.											
2-1	Payroll	CWPAY	AC	CWPAY B97A	Employee deduction and contribution data	Great West	Monthly	Outbound	Supplementals and Cancels for employees having Savings and/or Horizons Plans. Deduction codes 136, 137, 138, 139, 141, 145, 158, 151.	V	1
2-2	Payroll	CWPAY	AC	CWPAY D80B	Employee deduction and contribution data	MAP	Bi-Monthly	Outbound	Employee Pension Savings Activity. Deduction code 188.	V	1
2-3	Payroll	CWPAY	AC	CWPAY E39A	Employee deduction and contribution data	Pacific Care of California	Monthly	Outbound	Employee deduction and contribution activity.	V	1
2-4	Payroll	CWPAY	AC	CWPAY E39B	Employee deduction data	Association of LA Deputy	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-5	Payroll	CWPAY	AC	CWPAY E39D	Employee deduction data	LA County Filipino	Monthly	Outbound	Employee deduction activity. Deduction Code	V	1
2-6	Payroll	CWPAY	AC	CWPAY E39E	Employee deduction data	LA County Police	Monthly	Outbound	Employee deduction activity. Deduction code	V	1
2-7	Payroll	CWPAY	AC	CWPAY E39F	Employee deduction and contribution data	Delta Dental	Monthly	Outbound	Employee deduction activity. Deduction Code	V	1

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#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
2-8	Payroll	CWPAY	AC	CWPAY E39G	Employee deduction data	Chicano Employees	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-9	Payroll	CWPAY	AC	CWPAY E39H	Employee deduction data	POPA Federal	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-10	Payroll	CWPAY	AC	CWPAY E39I	Employee deduction data	Sheriff's Relief Fund	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-11	Payroll	CWPAY	AC	CWPAY E39J	Employee deduction data	1st City Savings	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-12	Payroll	CWPAY	AC	CWPAY E45A	Employee deduction data	1st City Savings	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-13	Payroll	CWPAY	AC	CWPAY E40A	Employee deduction data	United Way of Greater	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-14	Payroll	CWPAY	AC	CWPAY E40B	Employee deduction data	Public Works Credit Union	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-15	Payroll	CWPAY	AC	CWPAY E40E	Employee deduction data	LA Financial CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-16	Payroll	CWPAY	AC	CWPAY E45B	Employee deduction data	LA Financial CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-17	Payroll	CWPAY	AC	CWPAY E40F	Employee deduction data	Black Employees	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-18	Payroll	CWPAY	AC	CWPAY E40G	Employee deduction and contribution data	Kaiser Health	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-19	Payroll	CWPAY	AC	CWPAY E40H	Employee deduction and contribution data	Buck	Monthly	Outbound	Employee deduction and contribution activity.	V	1
2-20	Payroll	CWPAY	AC	CWPAY E40J	Employee deduction data	LA County Stentorians	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-21	Payroll	CWPAY	AC	CWPAY E40I	Employee deduction data	F & A Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-22	Payroll	CWPAY	AC	CWPAY E45C	Employee deduction data	F & A Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-23	Payroll	CWPAY	AC	CWPAY E41A	Employee deduction data	Fiscal Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-24	Payroll	CWPAY	AC	CWPAY E45D	Employee deduction data	Fiscal Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
2-25	Payroll	CWPAY	AC	CWPAY E41B	Employee deduction data	Bond Series EE	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-26	Payroll	CWPAY	AC	CWPAY E41C	Employee deduction data	Harbor Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-27	Payroll	CWPAY	AC	CWPAY E45E	Employee deduction data	Harbor Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-28	Payroll	CWPAY	AC	CWPAY E41D	Employee deduction data	Lockheed Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-29	Payroll	CWPAY	AC	CWPAY E41F	Employee deduction and contribution data	Safeguard Dental	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-30	Payroll	CWPAY	AC	CWPAY E41G	Employee deduction and contribution data	Dental PMI	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-31	Payroll	CWPAY	AC	CWPAY E41H	Employee deduction data	Olive View Federal CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-32	Payroll	CWPAY	AC	CWPAY E41I	Employee deduction data	Southland CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-33	Payroll	CWPAY	AC	CWPAY E45F	Employee deduction data	Southland CU	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-34	Payroll	CWPAY	AC	CWPAY E41J	Employee deduction and contribution data	Benefit Services	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-35	Payroll	CWPAY	AC	CWPAY E45J	Employee deduction data	SEIU Local 535	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-36	Payroll	CWPAY	AC	CWPAY E45H	Employee deduction data	Joint Council Interns &	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-37	Payroll	CWPAY	AC	CWPAY E45I	Employee deduction data	LA County Lifeguard	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-38	Payroll	CWPAY	AC	CWPAY E47D	Employee deduction data	Union Life	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-39	Payroll	CWPAY	AC	CWPAY E47C	Employee deduction data	Benefit Services	Monthly	Outbound	Employee deduction activity. Deduction codes >	V	1
2-40	Payroll	CWPAY	AC	CWPAY E47E	Employee deduction data	Judges Assoc	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-41	Payroll	CWPAY	AC	CWPAY E47F	Employee deduction data	LA County Environment	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1

Appendix D-6 Interfaces Consolidated List

#	Functional Area	Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Frequency	Inbound/Outbound	Comments	Type	Impl **
2-42	Payroll	CWPAY	AC	CWPAY E47G	Employee deduction data	Union of American	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-43	Payroll	CWPAY	AC	CWPAY E47H	Employee deduction data	LA Sheriff's Professional	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-44	Payroll	CWPAY	AC	CWPAY E47I	Employee deduction data	Operational Engineers	Monthly	Outbound	Employee deduction activity. Deduction codes	V	1
2-45	Payroll	CWPAY	AC	CWPAY???	Employee deduction and contribution data	CIGNA / Benefit	Monthly	Outbound	Employee deduction and contribution activity.	V	1
2-46	Payroll	CWPAY	AC	CWPAY???	Employee deduction and contribution data	CAPE / Blue Shield	Monthly	Outbound	Employee deduction and contribution activity.	V	1
2-47	Payroll	CWPAY	AC	CWPAY???	Employee deduction and contribution data	Fire Fighters	Monthly	Outbound	Employee deduction and contribution activity.	V	1

**** Impl:**

- 1 - Payroll - no changes for HR
- 2 - HR impl
- 3 - Payroll Impl, with changes during HR
- 4 - PCS
- 5 - TM
- X - Interface no longer needed

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Appendix E-6 – Conversions

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Appendix E-6 – Conversions

The County has two main legacy systems (CWTAPPS and CWPAY) that contain data that will need to be brought into HRM. CWPAY will be replaced during the Payroll Implementation project stage and CWTAPPS will be replaced during the HR Implementation project stage, so the conversion effort will be split. The legacy data will fall into one of two categories, reference data or document data. The volume of data to be brought over will determine if the data is converted or manually entered into HRM. CGI-AMS will be responsible for converting all HRM Phase II related data. In some cases, the legacy data may not exist or be ideal for an automated conversion, but the volume of the data to be converted is very high. In these cases, the County will enter the necessary information in a spreadsheet format, and CGI-AMS will develop programs to load this information systematically into HRM. The County will be responsible for manually entering all data not being converted programmatically (reference table setup). CGI-AMS will support this effort.

This appendix lists the business areas to be converted in a functional, process flow order. Within each area, relevant documents and reference data have been listed. The reference data has to be in place before the documents are processed in the application. For many of the areas, a portion of the included information will need to be converted for the Payroll Implementation, while the remainder will be converted during the HR Implementation. In each section, the implementation stage for which the data will be required is included.

The HRM application contains over 200 reference tables (functional and administration tables) that will need to be configured for LA County's implementation. The majority of these will be set up manually. Therefore, the narrative portion of the appendix does not list all tables to be configured. Key tables are listed, as well as all tables and documents that will be programmatically converted from the legacy systems, or converted into HRM utilizing spreadsheet loads. At the end of this appendix, a table listing all AMS Advantage HRM functional tables and documents (based on the current release) is included. (Administration tables are excluded.) This information is meant to provide the County with a better understanding of the overall system setup and conversion process.

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The following tables will need to be set up prior to any manual setup or conversion run:

1. CLDT (Calendar Date) – This is a table owned by the eCAPS Financial system and is available to HRM through a view of the Financial table or a replication of the table into HRM;
2. Chart of Accounts tables – These tables are owned by the eCAPS Financial system and is available to HRM through a view of the Financial tables or a replication of the tables into HRM;
3. ADNT (Automated Document Numbering) – This table needs to be set up for the fiscal year being processed so that documents can be submitted correctly; and
4. Fiscal Year (FY) - This is a table owned by the eCAPS Financial system and is available to HRM through a view of the Financial table or a replication of the table into HRM.

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1. Recruiting and Staffing with Assessment Services

The data included in this section is needed for the Talent Management Implementation project stage.

1.1 Document Data

LA County is planning on converting information from the “TRAC” System. This system contains both candidate and bulletin information. Up to 675,000 standard candidate records will be converted from TRAC into the AMS Advantage Talent Management system. Additionally, up to 2,000 requisitions / lists will be populated in AMS Advantage Talent management from TRAC’s existing requisitions / bulletins lists, (i.e., Exams). The information converted to AMS Advantage Talent Management will be data as of the current year.

The conversion plan will also include up to 5,000 assessment test questions. These questions will be converted based on the following the assumptions:

- All information being converted will be in a similar format;
- All questions are in a single electronic format;
- All questions are forms of multiple choice with a single acceptable response (basic multiple choice, true/false, yes/no);
- No questions are “fill-in-the-blank”, essay, etc.;
- No importing or converting of files types such as images, sound files, movies, etc. will occur;
- Once the conversion is finished, LA County personnel will assemble the questions into assessments; and
- No legacy assessment results will be imported. This information can be stored in a separate location for historical/research purposes if needed.

1.2 Reference Data

Data used for validation when processing documents. ‘***’ specifies required data.

1.2.1 Requisition Information

Requisition Table **

All existing codes for this conversion can be found in the TRAC system. These codes currently reside on existing TRAC tables and will be converted programmatically into the AMS Advantage Talent Management system.

Requisitions

- Manager, Recruiter, Job Title, Job Description, Optional Req, and Number Of Positions are required fields;
- The Optional Req standard field must be present in the requisition templates;
- The Status field is required and must be one of the following values: Open, Pending, Approved, Closed, Deleted, Hold, Cancelled, or Declined; and
- The following table shows Enterprises standard requisition fields:

	*Can it be required depending on the Setup
Add Type	Yes
Advertising Costs	Yes
Approval routing	Always required
AutoReqID	Always required
CNPDelivery	Yes
College	Yes
DateReqPosted	Always not required
Department	Yes
Employee Name	Yes
External/Agency	Yes
HR Department Recruiter Costs	Yes
Job Code	Yes
Job Description	Always required
Keyword	Always not required
Location/Division	Yes
Manager	Always required
No. of Positions	Always required
Notify on approval completion	Always not required
Position	Yes
Positions Remaining	Always required
Recruiter	Always required
Referral Bonus	Yes
Relocation Costs	Yes
Req Type	Yes
Requisition ID	Yes
Requisition Notes	Yes
Requisition Team	Always required
Start Date	Yes
Title	Always required
Travel Costs	Yes
<p>* “Always required” means you don't have any options to change the properties of this field; it comes as part of the req and can't be hidden, and it has to be a required field across all languages. “Yes” means if you use this field, you can choose to make it required by setup.</p>	

Candidate Information

Candidate information can be imported into AMS Advantage Talent Management via several methods. Non-XML and XML are the two standard methods. During the import, LA County will need to establish a candidate unique key. Standard candidate key would be First Name, Last Name and Home Phone. (There are

some configuration options with the key that can be discussed during implementation if needed.)

Candidates

- FirstName, LastName, Language, CandidateType and one or both of (E-mail or HomePhone) are all required fields (different configurations of required fields can be discussed during implementation).

The screenshot displays a web browser window titled "Demo CGI - Resume/CV profile information - Microsoft Internet Explorer". The address bar shows the URL "http://jobs.brassring.com/1033/asp/tg/profiledetail.asp#". The browser's menu bar includes "File", "Edit", "View", "Favorites", "Tools", and "Help". The "Resume/CV profile information" page has three tabs: "Contact information", "Work experience", and "Education". The "Contact information" tab is selected and contains the following fields:

- *First name:
- Middle name:
- *Last name:
- Address line 1:
- Address line 2:
- Country:
- City:
- State/Region/Province:
- Zip/Postal code:
- *Home phone:
- Work phone:
- Other phone (i.e. mobile):
- Contact e-mail address:
- Fax:
- Web address:

Below the "Contact e-mail address" field, there is a note: "This e-mail address will be used to contact you." At the top of the form, there are two buttons: "Next tab" and "Cancel". The Windows taskbar at the bottom shows the Start button, several open applications (Microsoft Office, Internet Explorer, Book1, App E-7 HRM Converter), and the system tray with the time 10:37 PM.

2. Position Control

In general, position control information will not be needed until the HR Implementation as Position Control functionality will be turned off for the Payroll Implementation. Any exceptions to this are listed in the detailed descriptions below.

2.1 Document Data

The assumption is that Position Data will already be budgeted by Performance Budgeting. Position Data will be carried forward from Performance Budgeting into HRM.

2.1.1 Position Maintenance (PSMT)

Position Maintenance documents will be converted from Performance Budgeting.

2.1.2 Position Authorization Maintenance (PAMT)

Position Authorization Maintenance documents will be converted from Performance Budgeting.

2.1.3 Labor Distribution Profiles (LDPM)

If the County chooses to utilize labor distribution profile functionality, the data will be entered into spreadsheet form and loaded to HRM. Note that the LDPR codes can be used in multiple functional areas, and can impact Payroll Accounting Management, so if they are to be used, they will need to be loaded as part of the Payroll Implementation effort.

2.2 Reference Data

Data used for validation when processing documents. “***” specifies required data.

2.2.1 Chart of Account (COA) Information (Department and Unit required)**

The codes for the County’s existing departments and units, as well as all other COA tables will be entered into eCAPS. As this information is owned by eCAPS Financial, it will be established prior to the Payroll Implementation and maintained throughout the life of the project.

2.2.2 Classification Information (Title, Sub-Title, Grade)**

Valid codes will be converted from the Item and Item-Sub tables in CWTAPPS for the Title and Sub-Title tables. Title and Sub-Title are required.

The pay grade information will be loaded into HRM after being entered in a spreadsheet format. This element is only required for positions that are tied to table driven pay.

2.2.3 Position Status**

The codes for the County's existing position statuses will be entered into HRM.

2.2.4 Pay Attributes (Pay Class, Payroll Number)**

Valid codes for the County's pay classes will be entered to HRM. For instance: POS (for positive-paid employees), EXC (for exception-paid employees), POS56 (for positive-paid employees who work 56 hours), EXC56 (for exception-paid employees who work 56 hours), PART (for part-time), and other codes the County deems appropriate.

Valid codes for the County's payroll number(s) will be entered into HRM.

3. Employee Profile Data

Much of the employee data is needed for the Payroll Implementation. In some cases, the requirement may be met by using 'place holder' table values to satisfy the required fields for employee processing in Payroll. These table values and employee documents will then need to be reconverted or set up during the HR Implementation so that the information can be accurate as eHR becomes the system of record for employee data (when CWTAPPS is replaced). Information required for the Payroll Implementation is noted. All other items will be included in the HR Implementation conversion effort.

3.1 Document Data

Data is current as of the calendar year (or fiscal year).

3.1.1 Employee Status Maintenance (ESMT)

Employees Status Maintenance documents will be converted from the legacy system. As this document establishes the employee record, it must be included in the conversion effort for Payroll Implementation. The conversion program and crosswalk will then need to be updated and retested with the new rules and information for the HR Implementation.

3.1.2 Department Specific Data (DEPTD)

Department Specific Data documents will be converted from the legacy system. As this document specifies the employee pay location, it must be included in the conversion effort for Payroll Implementation. The conversion program and crosswalk will then need to be updated and retested with the new rules and information for the HR Implementation.

3.1.3 Employee Address (ADDR)

Employee Address documents will be converted from the legacy system. As this document establishes the employee address, it must be included in the conversion effort for Payroll Implementation.

3.1.4 Employee Attributes (ATTR)

Employee Attributes documents will be converted from the legacy system. As this document establishes the employee SSN (needed for W2 processing), it must be included in the conversion effort for Payroll Implementation. The

conversion program and crosswalk will then need to be updated and retested with the new rules and information for the HR Implementation.

3.1.5 Emergency Contact Information (EMER)

Emergency Contact Information documents will be converted from the legacy system. If the necessary information is not available in the legacy system (or will not be updated), the County will enter the necessary information in spreadsheet form so that it can be loaded into HRM.

3.1.6 Pass Information (PASS)

Pass Information documents will be converted from the legacy system. If the necessary information is not available in the legacy system (or will not be updated), the County will enter the necessary information in spreadsheet form so that it can be loaded into HRM.

3.1.7 Employee Work History (EWRK)

Employee Work History documents will be converted from the legacy system. If the necessary information is not available in the legacy system (or will not be updated), the County will enter the necessary information in spreadsheet form so that it can be loaded into HRM.

3.2 Reference Data

Data used for validation when processing documents. “***” specifies required data.

3.2.1 General Reference Data (Name Prefix and Suffix, Union Local, Civil Service Status, Employment Status, Personnel Action Information and Edits, etc.)

Valid codes will be entered into HRM. Of these, Employment Status and Personnel Action Code are required data to allow ESMT documents to process. Some of the general reference tables must be established during the Payroll Implementation. See the table listing at the end of this appendix for details.

3.2.2 COA Information

The codes for the County’s existing departments and units, as well as all other COA tables will be entered into eCAPS. Department and Unit are required to process ESMT documents. Other COA values, such as State, are required for Address documents. As this information is owned by eCAPS Financial, it will be

established prior to the Payroll Implementation and maintained throughout the life of the project.

3.2.3 Classification Information (Title, Sub-Title, Grade, Step)**

Valid codes will be converted from the Item and Item-Sub tables in CWTAPPS for the Title and Sub-Title tables. Title and Sub-Title are required.

The pay grade and step information will be loaded into HRM after being entered in a spreadsheet format. These data elements are only required for employees with table driven pay.

Title and Sub-Title will be required for Payroll Implementation. This information will need to be updated in AMS Advantage based on CWTAPPS updates on an ongoing basis. These tables will then need to be reloaded during HR Implementation to account for various HR-related rules and values. Since the County has decided not to utilize table-driven pay for the Payroll Implementation, Grade and Step are not needed until the HR Implementation.

3.2.4 Pay Attributes (Pay Class, Payroll Number)**

Valid codes for the County's pay classes will be entered to HRM. For instance: POS (for positive-paid employees), EXC (for exception-paid employees), POS56 (for positive-paid employees who work 56 hours), EXC56 (for exception-paid employees who work 56 hours), PART (for part-time), and other codes the County deems appropriate.

Valid codes for the County's payroll number(s) will be entered into HRM.

Pay Attribute information will need to be fully established for the Payroll Implementation. It is also possible that the records on some of these tables (e.g., Pay Class) may need to be modified as part of the HR Implementation conversion and reference table setup efforts.

3.2.5 Policy Information (Pay, Leave, and Deduction Policies)

Valid policy codes will be defined and entered into HRM. The Payroll Implementation will only require a single policy to be established for pay and leave, which will then be tied to all employees, since eligibility and processing rules in these areas are determined in CWTAPPS. These tables will then need to be fully established for the HR Implementation. Deduction Policies must be fully established for the Payroll Implementation as AMS Advantage will be the system of record for deduction information during this stage.

3.2.6 FLSA Information (FLSA Work Cycle, FLSA Hours, FLSA Profile)

The information necessary to define all the various FLSA work periods will be entered into HRM. These values are required for FLSA non-exempt Titles.

3.2.7 Event Category and Pay and Leave Events **

Valid Pay and Leave Event codes will be entered into an excel spreadsheet and loaded into HRM.

Note: This table load should occur only after the Event Category table has been configured (data to be entered manually).

Pay and Leave events and categories will need to be established for the Payroll Implementation to be able to process time, leave, and pay transactions received from CWTAPPS. However, these tables will need to be thoroughly reexamined and setup during the HR Implementation effort due to the changes in processing that will occur.

3.2.8 Pay/Work Location**

Valid codes will be entered into HRM. The location codes are required to process DEPTD documents. This information is required for the Payroll Implementation.

3.2.9 Work Schedule Information (Work Cycle and Work Day)

Valid codes will be entered into an excel spreadsheet (from CWTAPPS) and loaded into HRM for the Work Cycles. The Time Collection project developed a program to automatically populate Work Day based on Work Cycle. This process will be utilized for the initial Work Day table load.

3.2.10 Residency

Valid codes will be entered into HRM.

3.2.11 Attribute information (Ethnicity, Disability, Marital Status)

Valid codes will be entered into HRM for use on the Employee Attribute documents. Several place holder values will need to be established on tables in this area during the Payroll Implementation for fields that are required on the Employee Attribute document. The actual values will be established during the HR Implementation.

3.2.12 Education Information (School, Degree, Major)

Valid codes will be entered into HRM for use on the Employee Education History documents.

3.2.13 Military Information (Veteran Status, Military Branch, Discharge Type, Military Rank)

Valid codes will be entered into HRM for use on the Employee Attribute documents. Several place holder values will need to be established on tables in this area during the Payroll Implementation for fields that are required on the Employee Attribute document. The actual values will be established during the HR Implementation.

3.2.14 Relationship

Valid codes will be entered into HRM for use on the Emergency Contact documents.

3.2.15 Pass and Work Types

Valid codes will be entered into HRM for use on the Pass and Work History documents.

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4. Deduction and Benefit Data

All information in this section must be established and converted as part of the Payroll Implementation conversion effort. AMS Advantage will be the system of record for this information, even while CWTAPPS is still being utilized by the County.

4.1 Document Data

Data is current as of the calendar year (or fiscal year).

4.1.1 Net Pay Distribution (NPD)

Net Pay Distribution documents will be converted from the legacy system.

4.1.2 Employee Tax Parameter (TAX)

Employee Tax Parameter documents will be converted from the legacy system.

4.1.3 Miscellaneous Deductions (MISC)

Miscellaneous Deductions documents will be converted from the legacy system.

4.1.4 Family Court / Family Court Arrears / Bankruptcy (FAMC)

Family Court / Family Court Arrears / Bankruptcy documents will be converted from the legacy system.

4.1.5 Garnishment (GARN)

Garnishment documents will be converted from the legacy system.

4.1.6 Tax Levy (LEVY)

Tax Levy documents will be converted from the legacy system.

4.1.7 Savings Bonds (SAVB)

Savings Bonds documents will be converted from the legacy system.

4.1.8 External Adjustments (EADJ)

External Adjustment documents will be converted from the legacy system.

4.1.9 Benefits Enrollment (ENRL)

Benefits Enrollment documents will be converted from the legacy system.

4.2 Reference Data

Data used for validation when processing documents. “**” specifies required data.

4.2.1 Deduction Type and Deduction Plan**

These tables house the deduction, employee benefit, and employer fringe information. Valid codes will be entered into an excel spreadsheet and loaded into HRM.

Note: The Deduction Type table load should occur in conjunction with Include/Exclude Deduction Categories, Benefits Include/Exclude Deduction Categories, Employer Fringe Include/Exclude Deduction Categories, Benefits Include/Exclude Pay Categories, Employer Fringe Include/Exclude Pay Categories, and Include/Exclude Pay Categories tables when the deduction plan table records have the ‘include/exclude only’ flag checked.

4.2.2 Tax Information (FICA Class, Tax Class, Tax Marital Status)**

Valid codes will be entered into HRM.

4.2.3 COA Tables

Valid codes will already be residing on the eCAPS application. This data will be available to the HRM system.

4.2.4 Vendor/Customer

Valid codes will already be residing on the eCAPS application. This data will be available to the HRM system.

4.2.5 Name Prefix and Suffix

Valid codes will be entered into HRM.

5. Payroll Management Data

All information in this section must be established and converted as part of the Payroll Implementation conversion effort. AMS Advantage will be the system of record for this information, even while CWTAPPS is still being utilized by the County. Any exceptions to this are noted in the detailed descriptions below.

5.1 Document Data

Data is current as of the calendar year (or fiscal year).

5.1.1 Employee Accounting Data (DEPTA)

Employee Accounting Data documents will be converted from the legacy system.

5.1.2 Employee Training Profile (ETRP)

Employee Training Profile documents will be converted from the legacy system. Since CWTAPPS will continue to own tuition reimbursement information and will interface payment transactions to AMS Advantage Payroll as needed, these documents do not need to be converted until the HR Implementation.

5.2 Reference Data

Data used for validation when processing documents. “***” specifies required data.

5.2.1 All COA tables (for DEPTA, ETRP)

Valid codes will already be residing on the eCAPS application.

5.2.2 Education Information (Course, School)**

Valid codes will be entered into HRM. Since CWTAPPS will continue to own tuition reimbursement information and will interface payment transactions to AMS Advantage Payroll as needed, these tables do not need to be established until the HR Implementation.

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6. Time and Leave Management Data

In general CWTAPPS is the owner of the time and attendance and leave information for the County employees, and will continue to be the owner until it is replaced during the HR Implementation effort. Anything needed for the Payroll Implementation is noted in the detailed descriptions below.

6.1 Document Data

Data is current as of the calendar year (or fiscal year).

6.1.1 Timesheet (TIMEI)

Timesheets will not be converted at the time of HRM implementation. Summary pay history will be converted. If necessary, the County will have access to the legacy systems (either online or through archives) to determine any prior timesheet information.

6.1.2 Leave (LEAV)

Leave documents will be used to convert existing employee leave balances from CWTAPPS.

6.2 Reference Data

Data used for validation when processing documents. ‘***’ specifies required data.

6.2.1 Event Category and Pay and Leave Events **

Valid Pay and Leave Event codes will be entered into an excel spreadsheet and loaded into HRM.

Note: This table load should occur only after the Event Category table has been configured (data to be entered manually).

Pay and Leave events and categories will need to be established for the Payroll Implementation to be able to process time, leave, and pay transactions received from CWTAPPS. However, these tables will need to be thoroughly reexamined and setup during the HR Implementation effort due to the changes in processing that will occur.

6.2.2 Pay and Leave Information (Pay Policy Event Type, Leave Policy Event Type, Pay Policy Rate)

This data is not required for document conversion. However, these tables are included here because the conversion will be semi-automated. The necessary information will be entered into spreadsheets and then loaded into HRM.

These tables will need to be established for the ‘place holder’ policies and any categories or events during the Payroll Implementation as they are required for payroll processing. They will need to be reanalyzed and set up during the HR Implementation with the actual production values as AMS Advantage takes over the ownership of this area from CWTAPPS. Since the County has decided not to utilize table driven pay until the HR Implementation, the Pay Policy Rate table does not need to be established for the Payroll Implementation.

7. Learning and Career Development Data

The information in this section is not needed for the Payroll Implementation and therefore will not be set up or converted until the HR Implementation project stage.

7.1 Document Data

Data is current as of the calendar year (or fiscal year).

7.1.1 Employee Education History (EEDH)

Employee Education History documents will be converted from the legacy system.

7.1.2 Licenses and Certificates (LCNS)

Employee Education History documents will be converted from the legacy system.

7.1.3 Employee Competency (ECMP)

Employee Competency documents will be converted from the legacy system.

7.2 Reference Data

Data used for validation when processing documents. “***” specifies required data.

7.2.1 Education Information (School, Degree, Major)**

Valid codes will be entered into HRM. This information is required for EEDH document processing.

7.2.2 License Type (LICENSE_TYPE – for LCNS)**

Valid codes will be entered into HRM. This information is required for LCNS document processing.

7.2.3 Competency Information (Competency, Competency Level)

Valid codes will be entered into HRM. This information is required for ECMP document processing.

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8. Employee Relations Data

The information in this section is not needed for the Payroll Implementation and therefore will not be set up or converted until the HR Implementation project stage.

8.1 Document Data

Data is current as of the calendar year (or fiscal year).

8.1.1 Employee Performance (EPEV)

Employee Performance documents will be converted from the legacy system.

8.1.2 Employee Grievance Detail (EGRV)

Employee Grievance Detail documents will be converted from the legacy system.

8.1.3 Employee Incident Detail (EIND)

Employee Incident Detail documents will be converted from the legacy system.

8.2 Reference Data

Data used for validation when processing documents. ‘***’ specifies required data.

8.2.1 Classification Information (Title Grade, Step)

Valid codes will be converted from the Item table in CWTAPPS for the Title table.

The pay grade and step information will be loaded into HRM after being entered in a spreadsheet format.

8.2.2 Personnel Action Information (Personnel Action and Reason)

Valid codes will be entered into HRM.

8.2.3 Evaluation Information (Evaluation Type, Performance Rating, Rating Profile Type)

Valid codes will be entered into HRM.

8.2.4 Incident/Grievance Information (Location, Type, Status, Case Officer ID)

Valid codes will be entered into HRM.

9. ESS – Employee Self Service Data

The information in this section is not needed for the Payroll Implementation and therefore will not be set up or converted until the HR Implementation project stage. Note that this is separate from any information that may be required in the Time Collection system as part of that project.

9.1 Document Data

Data is current as of the calendar year (or fiscal year).

9.1.1 ESS New User Maintenance (ESSUSER)

Currently for Time Collection, ESSUSERS are being generated by setting the SPAR flag to create ESSUSER when adding employees. The County has developed a conversion script that will generate the ESSUSERS for employees being converted. Generation of the documents is based on a spreadsheet with security information. The same methodology can be used for HRM.

9.2 Reference Data

Data used for validation when processing documents. No validation “**” specifies required data.

9.2.1 Workflow and Security Tables

Valid codes will be entered into HRM.

The table below lists the AMS Advantage HRM functional Tables and Documents that are typically required for a full implementation. The tables are listed first, broken down by area, followed by all the functional documents. The information in the table can be read using the following key:

Conversion Method:

- Manual – Included in the implementation Reference Table Setup task (County responsibility – setup, CGI responsibility – support);
- Semi Automated – information will be loaded into AMS Advantage from a spreadsheet (County responsibility – spreadsheet, CGI responsibility – load program); and

- Automated – information will be systematically converted into AMS Advantage through the use of a conversion program (CGI responsibility – program development).

Implementation Needed:

- PAY – included in the Payroll Implementation. No subsequent setup or reconversion is needed during subsequent implementations;
- HR – included in the HR Implementation. These items do not need to be established for Payroll Implementation;
- PAY & HR – included in the Payroll Implementation. However, the conversion program needs to be updated and retested during HR Implementation. For manually established tables, the table either needs to be completely repopulated, or have additional records added during the HR Implementation;
- PCS – included in the Position Control effort, which is part of the HR Implementation stage; and
- TM – included in the Talent Management Implementation stage.

Additional Items:

- Items that are grayed out will not be used in any implementation by the County; and
- Items that do not have a conversion method listed will be used once the system is live, but do not need to be converted or populated prior to implementation.

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
General Reference Tables		
Civil Service Status	Manual	HR
Name Change Reason	Manual	PAY & HR
Name Prefix	Manual	PAY
Name Suffix	Manual	PAY
Personnel Action Reason	Manual	PAY & HR
Residency	Manual	HR
Time Class	Manual	HR
Title Group	Manual	HR
Union Local	Manual	HR
Employment Status	Manual	PAY & HR
Extended Department	Manual	PAY & HR

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
Location	Automated	PAY & HR
Personnel Action	Manual	PAY & HR
Personnel Edit List		
	Manual	PAY & HR
Personnel Edits		
	Manual	PAY & HR
Sub-Title	Automated	PAY & HR
Title	Automated	PAY & HR
COA Tables (Owned by eCAPS Financial)	Read	PAY
Position Control Tables		
Position Group		
Position Status	Manual	PCS
Recruiting and Staffing		
N/A - covered separately		
Human Resource Management Reference		
Degree	Manual	HR
Discharge Type	Manual	HR
EEO Function	Manual	HR
EEO Job Category	Manual	HR
Ethnicity	Manual	PAY & HR
Formal Education Major	Manual	HR
Marital Status	Manual	HR
Military Branch	Manual	HR
Military Rank	Manual	HR
Occupational Group	Manual	HR
Pass Type	Manual	HR
School Institution	Manual	HR
Veteran Status	Manual	PAY & HR
EEO Employer	Manual	HR
EEO Location	Manual	HR
EEO Multiple Locations	Manual	HR
Competency Type	Manual	HR
Evaluation Type	Manual	HR
Incident Type	Manual	HR
License Type	Manual	HR
Rating Type	Manual	HR
Rating Profile	Manual	HR
Report Group	Manual	HR

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
Career Rating	Manual	HR
Case Officer	Manual	HR
Competency Level	Manual	HR
Course	Manual	HR
Course Grade	Manual	HR
Incident Status	Manual	HR
Rating Profile Type	Manual	HR
Work Type	Manual	HR
Benefits Administration		
Benefit Report Control	Manual	PAY
Benefit Type Sub-Class	Manual	PAY
Disability Type	Manual	PAY
Insurance Company	Manual	PAY
Relationship	Manual	PAY
Benefit Policy Type	Manual	PAY
Benefits Include/Exclude Deduction Category	Manual	PAY
Employer Fringe Include/Exclude Deduction Category	Manual	PAY
Employer Fringe Include/Exclude Pay Category	Manual	PAY
Employee Fringe Benefit Type	Semi Automated	PAY
Reimbursement Plan Year	Manual	PAY
Salary Reduction Plan Year	Manual	PAY
Employer Fringe Benefit Type	Semi Automated	PAY
Benefits Include/Exclude Pay Category	Manual	PAY
Employee Fringe Benefit Plan	Semi Automated	PAY
Employer Fringe Benefit Plan	Semi Automated	PAY
Benefit Plan Class	Manual	PAY
Benefit Type Class	Manual	PAY
Employer	Manual	PAY
Cobra Billing Cycle		
Cobra Event		
Cobra Message		
Cobra Stage Code		
Cobra Status Code		
Cobra Activity		
Cobra Qualifying Event Duration		
Payroll		
FICA Class	Manual	PAY
Tax Class	Manual	PAY
Deduction Frequency	Manual	PAY
Deduction Policy	Manual	PAY
Pension System	Manual	PAY
Benefit Include/Exclude Deduction Category	Manual	PAY

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
Benefit Include/Exclude Pay Category	Manual	PAY
Deduction Type	Semi Automated	PAY
Deduction Policy Type	Manual	PAY
Deduction Plan Alternate Rates	Manual	PAY
Deduction Plan Deduction Category	Manual	PAY
Deduction Plan Pay Category	Manual	PAY
Deduction Plan	Semi Automated	PAY
Bank Check Distribution	Manual	PAY
Chart Rule	Manual	PAY
Contract Period		
EFT Cancellation	Manual	PAY
Expense Category	Manual	PAY
FLSA Hours	Manual	HR
FLSA Work Cycle	Manual	HR
Grade	Semi Automated	HR
Leave Frequency	Manual	HR
Leave Policy	Manual	PAY & HR
Pay Event Frequency	Manual	PAY
Pay Policy	Manual	PAY & HR
Payroll Group	Manual	PAY
Retro Frequency	Manual	PAY
Tax Marital Status	Manual	PAY
Tax Reporting Description	Manual	PAY
Work Cycle	Semi Automated	HR
Work Day	Automated	HR
Check Message	Manual	PAY
Contract Reserve Pay Policy		
Check Print Parameter	Manual	PAY
Event Category	Manual	PAY
FLSA Profile	Manual	HR
Leave Action	Manual	HR
Labor Distribution Profile	Manual	HR
Leave Progression Rule	Manual	HR
Leave Policy Rate	Manual	HR
Leave Policy Event Type	Semi Automated	PAY & HR
Leave Policy Category	Manual	PAY & HR
Mass Approval Trigger	Manual	HR
Pay Cycle	Semi Automated	PAY
Pay and Leave Events	Semi Automated	PAY & HR
Pay Policy Event Type	Semi Automated	PAY & HR
Pay Progression Rule	Manual	HR
Pay Policy Rate	Semi Automated	HR
Pay Class	Manual	PAY & HR

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
Payroll Number	Manual	PAY
Pay Period	Manual	PAY
Reserve Payout Factor		
Retro Select	Manual	PAY
Step	Semi Automated	HR
Taxing Entity	Manual	PAY
Tax Parameters	Manual	PAY
Tax Report	Manual	PAY
Time Category	Manual	HR
Timesheet Selection	Manual	HR
Deduction Category Cap	Manual	PAY
Marginal Tax Rates	Manual	PAY
Employee Self-Service		
Downloadable Forms for Administrator	Manual	HR
Configurable Text	Manual	HR
Employee Benefits Enrollment Administrator Page	Manual	HR
ESS New User Maintenance	Manual	HR
New Hire Calendar	Manual	HR
ESS New User Maintenance	Manual	HR
Upcoming Events	Manual	HR
Other Setup/Control Tables		
Site Specific Parameter	Manual	PAY & HR
Documents		
DEPTA – Employee Accounting Data	Automated	PAY
DEPTD – Department Specific Data	Automated	PAY & HR
DPBN – Dependent Benefits		
DPND – Dependent Profile		
ENRL – Benefits Enrollment	Automated	PAY
CAMT – Cobra Attribute Maintenance		
CFMT – Cobra Financial Maintenance		
CSMT – Cobra Status Maintenance		
ATTR – Employee Attributes	Automated	PAY & HR
EICF – Employee Identification Change Form		
EMER – Employee Emergency Contact	Automated	HR
ESMT – Employee Status Maintenance	Automated	PAY & HR
ETRP – Employee Training Profile	Automated	HR
PASSDOC – Pass Information	Automated	HR
ADDR – Employee Address	Automated	PAY
ECMP – Employee Competency	Automated	HR
EEDH – Employee Education History	Automated	HR
EGRV – Employee Grievance Detail	Automated	HR
EIND – Employee Incident Detail	Automated	HR
EPEV – Employee Performance Evaluation	Automated	HR

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
EWRK – Employee Work History	Automated	HR
LCNS – Licenses and Certificates	Automated	HR
GARN – Garnishment	Automated	PAY
BSTG – Benefits Statement Trigger		
CONP – Contract Pay Summary		
CONS – Contract Pay Summary – Smoothing Factor		
COPT – Contract Reserve Pay Options		
FAMC – Family Court Family Court Arrears Bankruptcy Document	Automated	PAY
LDPM – Labor Distribution Profile Management	Semi Automated	PAY
LEVY – Tax Levy	Automated	PAY
MISC – Miscellaneous Deductions	Automated	PAY
NPD – Net Pay Distribution	Automated	PAY
OCHK – On-line Check		
OPAY – Overload Payment Generator		
OTDED – One-time Deduction		
OTPAY – One-time Payment		
PDED – Pending Deduction		
PEND – Pending Payment		
PENS – Pension Profile		
REIM – Reimbursement Account Claim		
RESP – Reserve Pay Summary		
RTRG – Retroactive Pay Trigger		
SAVB – Savings Bonds Deductions	Automated	PAY
STRG – Supplemental Pay Trigger		
TAX – Employee Tax Parameters	Automated	PAY
W2TG – W2 Trigger		
PAMG – Position Authorization Maintenance By Group		
PAMT – Position Authorization Maintenance	Automated	PCS
PDPR – Position Distribution Profile Maintenance		
PSMT – Position Maintenance	Automated	PCS
Recruiting and Staffing documents - covered separately		TM
AACC – Automated Leave Accrual		
EADJ – External Adjustments	Automated	PAY
LREQ – Employee Leave Request		
TADJ – Timesheet Adjustment		
BNRL – ESS Employee Benefits Enrollment		
ESSUSER – ESS New User Maintenance	Automated	HR
MYADDR – ESS Employee Address		

AMS Advantage HRM Table and Document Listing		
Conversion Item	Conversion Method	Implementation Needed
MYEICF – ESS Employee Identification Change Form		
MYEMER – ESS Employee Emergency Contact MYJOBA – ESS Job Application		
MYLREQ – ESS Employee Leave Request		
TIMEI – Timesheet		
MAS2 - Mass Change Requests for Department Specific Data		
MASS - Mass Change Requests for Employee Status Maintenance		
LEAV - Leave Accrual	Automated	HR

Appendix F-6 – Reports

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Appendix F-6 - Reports

Summary of HRM Business Requirements that can be met with a Report

This includes all requirements that were identified as could be met by a report during the eCaps Phase II - HRM Design Subproject 3.

Note: This appendix covers Business Requirements that could be met through the development of a report. This does not, however, mean that CGI-AMS will develop this set of reports. The reports to be included in the HRM implementation project still need to be identified and agreed upon by the County.

Module	Tab ID	# Requirements
Position Control	PCS	24
Recruiting and Staffing	RS	2
Personnel		
Personnel Administration	P-PA	49
Classification	N/A	0
Compensation	P-CMP	31
Leave Benefit Accounting	P-LVE	6
Personnel Subtotal		86
Benefits Administration	BEN	42
Payroll	PAY	88
Time and Attendance	TA	15
Payroll Accounting Management	N/A	0
Employee Self Service	ESS	1
		258
Total		258

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Functional Category: HRM - Position Control

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number	Business Requirements	Vendor Response	Comments
Position Control			
PC	12.00 Track and report all positions/items authorized to fill at user defined levels in an organization	Report	
PC	13.00 Track and report all Ordinance items	Report	
PC	14.00 Track and report all budgeted positions	Report	
PC	16.00 Track and report vacant positions	Report	
PC	17.00 Track and report other position variances	Report	
Reporting Requirements			
PC	49.00 System should have the ability to produce reports for a specific time period for all elements of position control	Report	
PC	50.00 System will sort and produce ad-hoc reports or list of positions on any field and order.	Report	
PC	51.00 System prints an organization chart for a selected portion of the organization, program, function, class, or employee status. Optionally, employees and/or positions may be shown.	Report	
PC	52.00 Table of Organization report	Report	
PC	53.00 System has the ability to generate standard reports, including, but not limited to the following:		
PC	53.01 Deleted positions by period	Report	
PC	53.02 Reallocated positions by period	Report	
PC	53.03 Aging report for vacancies	Report	
PC	53.05 Listings of vacant positions by various sorts	Report	

Reference Number		Business Requirements	Vendor Response	Comments
PC	53.06	Budgeted costs by various sorts and summaries	Report	
PC	53.07	Actual costs by various sorts and summaries	Report	
PC	53.08	Ordinance items (positions)	Report	
PC	53.09	FTE's encumbered - budget vs. actual by organization	Report	
PC	53.10	Frozen positions that are vacant report	Report	
PC	53.11	Borrowed and lent positions	Report	
PC	53.12	Incoming and outgoing employees by bargaining unit	Report	
PC	53.13	Step placement report	Report	
PC	53.14	Position status report (budget vs. actual by position status)	Report	
Data Requirements				
PC	56.00	Position Budget Data		
PC	56.07	Budget Amount	Report	
PC	57.00	Position/Item Details		
Additional Requirements				
PC	61.00	A report to compare the title of the position with the title of the employee filling the position	Report	

Functional Category: HRM - Recruiting & Staffing

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)efferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number	Business Requirements	Vendor Response	Comments
	Additional Requirements		
JR 111.00	Provide a banding rule application.	Report	
JR 115.00	Provide the ability to create a Specimen and Story folder.	Report	

Functional Category: HRM - Personnel Administration

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number	Business Requirements	Vendor Response	Comments
	General Requirements		
PA 2.00	System must store and retrieve employee data in numerous individual and aggregate formats for such purposes as Employee Relations' negotiations, affirmative action, service awards, performance evaluations, employee suggestion program, FLSA and EEO-4 repor	Report	Some information related to Employee Relations' negotiations and affirmative action will not be contained within Advantage.
PA 21.00	System should provide the ability to capture and report on employee turnover.	Report	
PA 22.00	System tracks employee turnover rate by:	Report	Advantage tracks the fields listed in this section, so reports to calculate turnover rate based on this information can be developed.
PA 22.01	Gender	Report	
PA 22.02	ethnicity	Report	
PA 22.03	Appointment to class date	Report	
PA 22.04	Transfer	Report	
PA 22.05	Age	Report	
PA 22.06	Classification	Report	
PA 22.07	Probation release	Report	
PA 22.08	Termination	Report	
PA 22.09	ADA qualified	Report	IN TWO SCENARIOS: PA-NH-001 AND PA-TM-001; This information should be gathered at time of hire, also maintained, in order for it to be reported at termination. County is not going to use Advantage for disability
PA 22.10	Promotion	Report	
PA 22.11	Disciplinary release	Report	

Reference Number		Business Requirements	Vendor Response	Comments
PA	22.12	Resignation	Report	
PA	22.13	Department	Report	
PA	27.02	Trigger when limit approaching	Report	
PA	51.00	System prints personnel action notification forms based on user defined criteria with a user defined format	Report	Advantage does not have this automatic functionality although an Adobe Form could be developed for this - the team did not pursue this requirement.
PA	56.00	Support the following capabilities for layoff processing	Report	
PA	56.01	Produce layoff list based on Civil Service Rule 19 (providing of cascading to prior job classes)	Report	
PA	56.02	Produce seniority lists (multiple)	Report	
PA	58.00	System allows transfers of an employee to another Department/Division and provides access to all historical data for the employee to the new organization	Report	Create a report for secondary job information just for the particular employee, that can be viewed by the primary job manager.
PA	61.00	System provides seniority lists, computing seniority number by rank in accordance with Civil Service Rules, Court Orders, State requirements, Federal requirements and County Policies & Procedures.	Report	
PA	62.00	Seniority lists are based on multiple criteria with a variety of combinations:	Report	
PA	76.00	Skills inventory integrates with payroll for the purpose of allowing payroll to calculate pay that is dependent on various skills	Report	The County team decided it was not necessary to have the payroll process handle this requirement and that a report was deemed sufficient.
PA	82.00	System provides a report at flexible, user defined timeframes prior to license / certification expiration. Timeframe is definable by license and certification type / code.	Report	
PA	83.00	Employees and supervisors are notified (at a user definable time frame definable by license / certification code) of upcoming license / certification expiration. Employees and supervisors are also provided information on upcoming training sessions to mai	Report	Training will be handled through LMS.
PA	99.00	System provides tickler reports for forthcoming service awards.	Report	This is an existing CWTAPPS report.

Reference Number		Business Requirements	Vendor Response	Comments
PA	115.00	System triggers an evaluation a user-definable (by department / class / item / etc.) days prior to due date based on:	Report	The County will use the Performance Evaluation capabilities of Advantage. In the future the County will have a Countywide Performance Evaluation system. This system will be the system of record and feed P.E. results to the Advantage system.
PA	121.00	System provides notices to departments for personnel evaluations not received.	Report	
PA	123.00	System provides for and tracks improvement needed performance situations and triggers follow-up at user defined interval	Report	
PA	219.00	System will include a flexible report writing capability that will allow reports to be formatted easily by user personnel	Report	
PA	220.00	Standard reports will include selection criteria based on such data items as employee class, status, organization, etc. These must be available without modifying the standard report.	Report	
PA	222.00	Generate performance evaluation reports on a user defined frequency with the following information:	Report	
PA	222.01	Budget unit (department, division, section)	Report	
PA	222.02	Classification	Report	
PA	222.03	Type of evaluation	Report	
PA	222.04	Employee name	Report	
PA	222.05	Employee number	Report	
PA	222.06	Last appointed classification date	Report	
PA	222.07	Due date for the evaluation	Report	
PA	224.00	Six month Performance Level report. This is an existing CWTAPPS report.	Report	
PA	226.00	System will generate various reports for new hires: numbers, department, classifications, etc. This is an existing CWTAPPS report.	Report	
PA	227.58	Maintain Links To Assigned County Assets	Report	
PA	230.01	Absences by date. This is an existing CWTAPPS report.	Report	
PA	230.02	Absences by type. This is an existing CWTAPPS report.	Report	
	232.00	Status of Commercial Drivers License including license number, date of pull notice, date of last medical, date of expiration, comments field	Report	

Reference Number		Business Requirements	Vendor Response	Comments
		Additional Requirements		
PA	241.00	Prevent entering data for an employee who is less than 16 years of age.	Report	Advantage 3 HRM believes that Recruitment/Personnel should be aware of the applicant's birthday before their information is inputted into the system. Therefore they view the need for a warning message is unnecessary. However the County will submit report requirements to Advantage 3 HRM to produce a report showing employees with birthdays less than 16.
		Classification Additional Requirements		
Class	249.0	Provide a report on new allocations	Report	

Functional Category: HRM - Personnel - Compensation

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number	Business Requirements	Vendor Response	Comments
General Requirements			
CO	14.00	System must be able to provide actual costs and benefits of each employee including regular salary and wages, incentive pay, and all County paid costs. System must also be able to sort and report all cost by the various groups such as bargaining unit, department, fund, budget unit, and other COA field.	Report
Reporting Requirements			
CO	42.00	System provides the following reports :	Report It is assumed that all CWTAPPS and CWPAY reports relating to Compensation have been provided to the team and are included in the reports matrix. All other information in this area is either related to the CAO Compensation System and will therefore not be contained in Advantage 3 HRM, or handled via the proposed FOCUS interface.
CO	42.01	Labor Cost Projections	Report
CO	42.02	Classifications by Bargaining Unit	Report
CO	42.03	Negotiations Options Listing	Report
CO	42.04	Bargaining Unit Salary Change History	Report
CO	43.00	System provides data to annually prepare the Salary Report for :	Report
CO	43.01	Class codes	Report
CO	43.02	Class titles	Report
CO	43.03	Benchmark jobs	Report
CO	43.04	Occupational / Groups	Report
CO	43.05	Monthly salaries	Report
CO	43.06	Min/ max salaries	Report

Reference Number	Business Requirements	Vendor Response	Comments
CO 44.00	System reports in the Salary Report :	Report	
CO 44.01	Number of positions by class	Report	
CO 44.02	Number of termination's by class	Report	
CO 44.03	Number of hires by class	Report	
CO 44.04	Number of promotions by class	Report	
CO 44.05	Termination reasons by class	Report	
CO 45.00	Ordinances	Report	
CO 46.00	Board Letter Attachments	Report	
CO 47.00	Step placement with weighted averages	Report	
CO 47.01	Organization code	Report	
CO 47.02	Classification	Report	
CO 47.03	Item/sub	Report	
CO 48.00	MOU Salary Articles	Report	
Additional Requirements			
CO 59.00	Potential Report which shows the employees who get more than "X" percent increase when they get promoted. Also salary/control report to monitor for typos, errors, mistakes (may be existing reports). This is a new report and not currently produced by the County.	Report	
CO 60.00	PAY-082 & COMP_008: System should provide a way to set pay period dollar or hour limits (hard or soft errors) by event type or category. These need to be overridable because they may be valid based on circumstances in payroll. This is a new report and not currently produced by the County.	Report	
CO 65.00	Report: When Employee Step is not equal to what the inferred step is based on title sub title then county wants a report (i.e. when there is data in the employee ESMT step override). This is a new report and not currently produced by the County.	Report	
CO 72.00	The system must be able to generate a trigger report when an employee is close to reaching a monthly/annually and the post audit report when an employee has reached or exceeded the cap in annually or monthly. This is a new report and is not currently produced by the County.	Report	

Reference Number		Business Requirements	Vendor Response	Comments
CO	77.00	Advantage cannot cap pay by number of meetings per mo, yr, day, etc. County has no cap, but reports the occurrence. Also see CO029.	Report	

Functional Category: HRM - Personnel - Leave Benefit Accounting

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number			Business Requirements	Vendor Response	Comments
General Requirements					
EL	11.20	Ordered		Report	Reports will be developed to supplement the baseline Advantage 3 HRM functionality.
Query and Reporting					
EL	39.00	System produces a report each pay period listing all employees sick, vacation, other leave balances (Leave Balance Report)		Report	
EL	41.00	Ability to prepare user defined reports or queries based on any data element, any sorting sequence, and any level of summarization.		Report	
EL	43.00	Leave Buyback Report		Report	
EL	44.00	Excess unscheduled time report		Report	
EL	45.00	Excess Leave Balance Report		Report	

Functional Category: HRM - Benefits Administration

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party

tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number		Business Requirements	Vendor Response	Comments
Benefit Plan Eligibility				
BA	29.00	System automatically produces tickler lists for eligibility based on key dates.	Report	
BA	34.00	System automatically generates letters to employees. However, County will not be taking on additional responsibility (such as sending out notices) currently handled by the TPA. The automated generation is based on certain events such as:		
BA	34.01	Prior to 65 th birthday	Report	
BA	34.02	Prior to dependent's 19th birthday	Report	
BA	34.03	Prior to dependent's 25th birthday	Report	
BA	34.06	Prior to 60th birthday	Report	
BA	34.07	Prior to 72nd birthday	Report	
BA	34.08	Other user defined events	Report	
BA	35.02	Letter. However, the County will not be taking on additional responsibility (such as sending notices) currently handled by the TPA.	Report	
BA	44.00	System should provide ability to monitor residence address changes and trigger notification of those events effecting all insurance and HMO participation and eligibility.	Report	County will not use COBRA functionality in Advantage 3 HRM.
Benefit Plan Costs				
BA	48.00	System accumulates benefit costs by:		
BA	48.01	Department/organization/ other COA information	Report	
BA	48.02	Bargaining unit	Report	
BA	48.03	Benefit type	Report	

Reference Number		Business Requirements	Vendor Response	Comments
BA	48.04	Program	Report	
BA	48.05	Plan	Report	
BA	48.06	Provider	Report	
BA	48.07	Employee	Report	
BA	51.03	Provider	Report	
BA	52.00	System tracks current and historical benefit costs including:	Report	
BA	52.01	County cost	Report	
BA	52.02	Employee cost	Report	
BA	52.03	Total premiums/contributions	Report	
Reporting Requirements				
BA	58.00	Provider reporting that provides the following functions on detailed and summary reports:	Report	
BA	58.01	Plan participation	Report	
BA	58.02	Plan revenues	Report	
BA	58.03	County costs by provider	Report	
BA	58.04	Provide reporting for Departments that provides the following on detailed and summary reports:	Report	
BA	58.05	Employee participation by plan	Report	
BA	58.06	Costs by bargaining unit	Report	
BA	58.07	Costs by plan	Report	
BA	58.08	Costs by organizational unit	Report	
BA	58.09	Costs by benefit type	Report	
BA	58.10	Employees eligible but not participating	Report	
BA	59.00	System prints mailing labels for:	Report	
BA	59.01	All employees	Report	
BA	59.02	Employees within a given benefit plan	Report	
BA	59.03	Employees within a given benefit status	Report	
BA	59.04	Employees within a given Bargaining Unit	Report	
BA	59.05	Employees within a given job class	Report	
BA	59.06	Employees within a given Department, by index , by location code	Report	
BA	60.00	System provides reports reflecting eligible employees not enrolled in benefit plans.	Report	

Reference Number		Business Requirements	Vendor Response	Comments
BA	61.00	System produces rosters of employees in specific benefit plans in various sequences.	Report	
Data Requirements				
BA	64.08	Total cost	Report	

Functional Category: HRM - Payroll

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number	Business Requirements	Vendor Response	Comments
	Calculations		
PY 28.00	Determine how overtime has been earned by cost center to allow for proper cost accounting	Report	Handled by FLSA in Advantage 3 HRM.
	Pay Processing		
PY 44.00	Ability to run pay calculations as a "proof" run for review prior to the final pay run:		
PY 44.01	Flag exception conditions (zero hours, over X hours, incomplete benefit data, etc.)	Report	The County has decided to modify Advantage 3 HRM to provide certain exception conditions during payroll runs.
PY 50.00	Provides for the support of overpayments, including:		
PY 50.02	Generating letters to employees outlining options for repayment	Report	
	Audit and Controls		
PY 54.00	Prior to payroll processing, validate beginning balances against ending balances from last run - stop processing if error occurs	Report	The County has decided to modify Advantage 3 HRM to provide certain exception conditions during payroll runs.
PY 55.00	Provide the ability to define error condition counters that will allow payroll to continue processing if individual errors occur, but will stop processing if large numbers of errors are identified (indicating an underlying set-up problem).	Report	The County has decided to modify Advantage 3 HRM to provide certain exception conditions during payroll runs.
PY 57.00	System provides totals for reconciliation of:		
PY 57.03	Government reporting for each employee	Report	
	Reporting & Queries		
PY 61.00	System produces the following standard reports:	Report	
PY 61.01	Employee profile	Report	
PY 61.02	Savings Bonds	Report	
PY 61.03	Promotions report	Report	
PY 61.04	Personnel roster	Report	

Reference Number	Business Requirements	Vendor Response	Comments
PY 61.05	Purged employee listing	Report	
PY 61.06	Leave of absence	Report	
PY 61.07	Elected officials roster	Report	
PY 61.08	FLSA overtime report	Report	
PY 61.09	Deferred compensation – composite report	Report	
PY 61.10	Deferred compensation – total wages and deductions	Report	
PY 61.11	Manual issue check / warrant / warrant listing	Report	
PY 61.12	Miscellaneous deduction maintenance listing	Report	
PY 61.13	Workers' Compensation report	Report	
PY 61.14	Master file maintenance listing	Report	
PY 61.15	Current, quarterly, & year-to-date balancing reports	Report	
PY 61.16	Selected deduction register by code	Report	
PY 61.17	Notice of Workers' Compensation benefits	Report	
PY 61.18	semi-monthly time sheet transmittal (positive & exception reporting)	Report	
PY 61.19	semi-monthly time sheet (positive pay)	Report	
PY 61.20	Quarterly withholding summary	Report	
PY 61.21	Quarterly State unemployment insurance	Report	
PY 61.22	Adjustment register (supplemental payroll register)	Report	
PY 61.23	Workers' Compensation attendance history report	Report	
PY 61.24	Judges Retirement Contribution Report	Report	
PY 61.25	Levy tracking report by type (garnishments)	Report	
PY 61.26	Labor code 4850 check / warrant listing	Report	
PY 61.27	Leave statements	Report	
PY 61.28	W-2 audit / final reports	Report	
PY 61.29	Status code changes report	Report	
PY 61.30	Net deposit financial institutions	Report	
PY 61.31	Mid-pay period changes report	Report	
PY 61.32	Workers' Compensation leave report	Report	
PY 61.33	Administrative management roster	Report	
PY 61.34	Employee hours control	Report	
PY 61.35	New appointments report	Report	
PY 61.36	Termination report	Report	
PY 61.37	Current ytd mileage report	Report	

Reference Number	Business Requirements	Vendor Response	Comments
PY 61.38	Employees transferred	Report	
PY 61.39	W-4, DE-4, and W-5 changes	Report	
PY 61.40	Annual salary increase	Report	
PY 61.41	Rate change report	Report	
PY 61.42	Deduction register	Report	
PY 61.43	HMO report	Report	
PY 61.44	Error log	Report	
PY 61.45	Retirement rate increase	Report	
PY 61.46	Deduction register summary	Report	
PY 61.47	Deduction register/ alpha sort	Report	
PY 61.48	Biweekly attendance report	Report	
PY 61.49	Federal 941 report	Report	
PY 61.50	State DE3DP report	Report	
PY 61.51	Earned income credit report	Report	
PY 61.52	Payroll proof report	Report	
PY 61.53	Employee balances report	Report	
PY 61.54	Arrears report	Report	
PY 61.55	Payroll calculation	Report	
PY 61.56	Retroactive pay detail	Report	
PY 61.57	Retroactive pay summary	Report	
PY 61.58	Ad hoc reporting	Report	
PY 61.59	Labor distribution error report	Report	
PY 61.60	Budget to actual hours report by ordinance position	Report	
PY 62.00	The system must have built-in report capabilities that cover all of the normal reporting requirements of periodic activities and daily posting of personnel and position control files.	Report	
PY 63.00	Transaction Listings to show current adjustments based on user defined time period.	Report	
PY 64.00	Personnel history report showing the employees' county work history.	Report	
PY 65.00	Family leave report to show employees who have used parental leave hours.	Report	
PY 66.00	Vacation report for vacation being paid off.	Report	
PY 67.00	CTO report for employees getting paid off for one year old CTO.	Report	

Reference Number	Business Requirements	Vendor Response	Comments
PY 68.00	CTO report generated for employees on the 9/80 and 4/40 schedule when the holiday falls on their day off.	Report	
PY 69.00	Overtime reports, attendance reports, reports on sick time and vacations by employees including day of the week.	Report	
PY 70.00	Payroll register, deduction and other earnings report, leave balance report (vacation, sick leave, HIL, CTO).	Report	
PY 71.00	Vehicle retention report listing every employee on home retention from the vehicle retention field code area.	Report	
PY 72.00	Tracking reports linked to work distribution fields.	Report	
PY 73.00	Promotion Report for any given time (generally the fiscal year). The report would include employee name, old classification, old budget unit, new classification, new budget unit, EEO information.	Report	
PY 74.00	New Hires Report for any given time (generally the fiscal year). The report would include employee name, classification, budget unit, EEO information.	Report	
PY 75.00	Transfer Report for any given time (generally the fiscal year). The report would include employee name, old classification, old budget unit, new classification, new budget unit, EEO information.	Report	
PY 76.00	Termination Report for any given time (generally the fiscal year). The report would include employee name, classification, budget unit, EEO information, and reason for termination.	Report	
PY 77.00	The system must have ad hoc report generation capability, allowing the more sophisticated users to accumulate information of a specific nature to meet a nonrecurring requirement.	Report	
PY 78.00	The system must show the past pay period details and pay warrant information for the last three years.	Report	
PY 79.00	The system must be able to produce management buy-back information. Automation of check / warrants.	Report	
PY 80.00	Identification of people who went to training class should be generated.	Report	
PY 81.00	The system must be able to produce and calculate Temporary Disability (TD) payments and reporting TD claims.	Report	
PY 82.00	The system must be able to automate the distribution and recovery of reports.	Report	

Functional Category: HRM - Time and Attendance

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number	Business Requirements	Vendor Response	Comments
Reporting			
TL	51.00	System provides exception reports after time input that will capture a variety of incidents, including:	
TL	51.01	No time for active employee	Report
TL	51.02	Excessive overtime	Report
TL	51.03	Employees not paid and not on leave	Report
TL	51.04	Overtime for Fair Labor Standards Act (FLSA)	Report
TL	51.05	Employees on long term leave	Report
TL	51.06	Employees on FMLA leave	Report
TL	51.07	Workers' Compensation entries	Report
Additional Requirements			
TL	54.00	<u>Military Leave Grant:</u> (Gloria) Will the system count absence without pay hours as part of the hours towards the 365 day threshold for granting Military Leave? (Monica) Yes.	Report In Advatnage 3 HRM, a report will identify eligible employees based on their Continuous Service Date plus one day.
TL	80.00	<u>County-wide Paper Timesheet:</u> County team needs to provide a County-wide Paper Timesheet layout. CGI can't complete this draft without the County's requirements.	Report In Advantage 3 HRM, the timesheet will be printed as a report.
TL	99.00	Need to decide if still want the FLSA Status Field in ESS if it is on the timecard.	Report In Advantage 3 HRM, the FLSA status is part of the FLSA profile on the subtitle. An online report can be run to help identify the status if necessary.
TL	112.00	Jennifer Yip asked if after a one-time pay process (OTPAY), would a report be generated?	Report

Reference Number		Business Requirements	Vendor Response	Comments
TL	121.00	Cannot identify missing time cards in Advantage during the time collection process for employees using time card devices. Issue with CIO.	Report	
TL	133.00	<u>RPT07 - 30-Day Absent Report</u> : Per Don Ashton this report has been eliminated.	Report	
TL	151.00	Provide a mechanism within the system to ensure that some type of error message and/or report is generated when the required EC014 is used and the employee does not have at least one year of service defined as full-time service in the armed forces during a national emergency or state of emergency declared by the governor.	Report	In Advantage 3 HRM, a report will be used and Timekeeping/Payroll staff will monitor.
TL	162.00	CWTAPPS Time and Attendance Screens: Pattern Inquiry Screen (PPIQ): This screen is used to look up descriptions of various Work Pattern Identifiers. A user can search for a particular pattern by using the Pattern Type and Department Number fields.	Report	In Advatnage 3 HRM, an online report will be created.

Functional Category: HRM - Employee Self Service

Baseline = No changes necessary to baseline Advantage

Software Customization = Customization of application software required

Offline Process = Offline batch process- runs independently of application processes

Policy & Procedures = Changes required to County business processes

Other = (E)liminated or (D)eferred to subsequent phase

Report = Supported by Cognos or Java report-- no baseline reports

3rd Party Tool = Supported by use of third-party tool (e.g., Excel, External Interface)

Cancelled = No longer required

Reference Number		Business Requirements	Vendor Response	Comments
		Personnel Administration		
ESS	65.00	System automatically provides a report at flexible, user defined timeframes prior to license / certification expiration. Timeframe is definable by license and certification type / code. Employees are able to query the system for this information as well	Report	This requirement is not in the Advantage 3 ESS component. This is handled in the Advantage 3 HR module.

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Appendix G-6 – Business Processes

**This Appendix is not applicable to eCAPS Phase III –
Subproject 6.**

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Appendix H-6 – System Performance and Transaction Volumes

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Appendix H-6 – System Performance and Transaction Volumes

CGI-AMS will develop online and offline eHR system performance targets during the create phase of the eHR implementation and secure County’s approval of the system performance test plan and targets. The eHR system performance targets will be based on the transaction volumes provided by the County as listed below and included in Appendix I-6 (Subproject Architecture and Schematic).

eHR System	Total Number of Users	12,000
	Estimated Number of Concurrent Users	2,400
	Estimated Total Active Employees	100,000
	Percentage of Employees paid Semi-Monthly	100%
	Years of Data Maintained Online	6
	Annual Data Growth Rate	10%
eHR: ESS	Total Number of Users: eHR Employee Self Service	100,000
	Estimated Number of Concurrent Users: eHR Employee Self Service	10,000
	Years of Data Maintained Online: eHR Employee Self Service	6
	Annual Data Growth Rate: eHR Employee Self Service	10%

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Appendix I-6 – Subproject Architecture and Schematic

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Appendix I - Subproject Architecture and Schematic

1. Background

The County is currently in Phase II of its eCAPS project pursuant to which the County is implementing additional modules of the AMS Advantage® suite of products following the Phase I upgrade to AMS Advantage Financial Release 3. The upgrade project is entering its third phase with the implementation of the AMS Advantage Human Resource and Payroll modules. These modules will replace CWTAPPS and CWPAY, the County's legacy human resources and payroll systems.

The Human Resource Management and Payroll modules are part of the AMS Advantage product suite and follows the same technical architecture implementation used in Phase I and Phase II: IBM AIX applications servers using Oracle 9i and Microsoft Windows Platforms. This Appendix outlines the incremental hardware resource requirements needed to support the eCAPS Human Resource and Payroll implementation (eHR).

1.1 Technical Architecture Assumptions

Consistent with the current eCAPS technical environment, the County must provide high speed, high availability for all hardware components in support of the AMS Advantage HRM servers including but not limited to:

- High speed load balancing switches for connectivity to the web servers;
- Appropriate security measures such as firewalls, HTTPS encryption, and intrusion detection;
- Redundancy of components (i.e., dual or quad network interface cards (NIC), dual switches, redundant power supplies, uninterruptible power supplies, etc.);
- Dedicated high-speed switch capacity (e.g., VLAN) for connectivity between the application servers and the database servers; establishing a private access network for only eCAPS server network traffic; switch should be gigabit Ethernet or higher;
- High speed, high availability storage area network (SAN) devices such as EMC Symmetrix storage systems or equivalent with high speed fiber channel connectivity;
- Corresponding server support equipment; and
- High speed peripherals such as printers and tape backup systems.

1.1.1 Transaction Volume Analysis

Assumptions for transaction volume are provided below. These assumptions are based on the completed AMS Advantage HR and Employee Self Serve (ESS) Sizing Questionnaire:

Data Highlights	Supplied
Total Users: AMS Advantage Human Resources Management	12,000
Estimated Concurrent Users : AMS Advantage Human Resources Management	2,400
Estimated Total Active Employees: AMS Advantage Human Resources Management	100,000
Percentage of Employees paid Semi-Monthly: AMS Advantage Human Resources Management	100%
Years of Data Maintained Online : AMS Advantage Human Resources Management	6
Annual Data Growth Rate: AMS Advantage Human Resources Management	5%
Total Users: AMS Advantage Employee Self Service	100,000
Estimated Concurrent Users : AMS Advantage Employee Self Service	10,000
Years of Data Maintained Online : AMS Advantage Employee Self Service	6
Annual Data Growth Rate: AMS Advantage Employee Self Service	5%

The total estimate for HRM users is 12,000. The following table provides the number of users per HRM software module.

HRM Module	Users
Human Resources Management	3,000
Classification & Compensation	300
Recruitment & Staffing	300
Position Control	150
Benefit Administration	150
Payroll & Payroll Accounting Mgmt	5,100
Time & Attendance	3,000
Employee Self Services	100,000

The following assumptions have a significant impact on hardware sizing:

- The number of peak ESS timesheets (60,000) processed in the last one hour of a time period;
- The total number of HRM users is 12,000. The ratio is 1 out of 8 employees will use the HRM module. Modules with higher than expected ratios are Time and Attendance with 3,000 users and Payroll/Payroll Accounting Management with 5,100; and
- Payroll will be processed semi-monthly for 100,000 employees. To accommodate the County's retirement deductions the Payroll Cycle will require two passes/calculations of the pay file. During the Payroll Cycle, the Employee Self Service (ESS) application is expected to have minimal activity and as such the Payroll Cycle will consume ESS application resources.

Provided below are additional assumptions that are driving factors for estimating hardware sizing:

- Transaction volumes listed above are accurate. If too low, the application may have slower response;
- Timesheet (TIMEI) document benchmark identifies 9,500 timesheets per hour consumed 76% of 10 CPUs on average with peaks approaching 100%;
- For the HRM technical specification, sizing was based on 50% average utilization. This allows room for unusual spikes;
- ESS was sized with 80% average utilization because it was sized for the highest peak hour spike during the last hour of timesheet submission;
- Total number of HRM users is 12,000 and expected number of concurrent users is 2,400;
- Employee Self Service will be used Countywide and the anticipated number of users is 100,000. All employees are positive paid in which each employee will submit a timesheet. The estimated volumes provided below are consistent with the eCAPS DHS Time Collection Model in that the total number of users was increased from 23,000 to 100,000. The estimated volume assumes that 100% of the users will be entering self-service timesheets;
- In recognition that employee schedules influence timesheet entry, CGI-AMS assumes that 80% of the self-service timesheets (80,000 timesheets) will be entered and processed within a single 8 hour period ("standard schedule") and the remaining 20% of the self-service timesheets will be processed over a 16 hour period;

- During the 8 hour “standard schedule”, CGI-AMS assumes 75% of the timesheets (60,000 timesheets) will be processed in a 1 hour period with the remaining 25% of the timesheets (20,000 timesheets) processed within the remaining 7 hours of the 8 hour period;
- The 100,000 employees entering their time sheets through ESS must have County Intranet access with sufficient network bandwidth to support ESS;
- Business Intelligence (reporting): The County has elected to use the Cognos products for business intelligence including query and reporting functions. This section does not include hardware sizing for the Cognos products. The County will be responsible for developing the sizing information for the implementation of the Cognos products for eHR; and
- The infoAdvantage HRM Data Warehouse will be implemented to support the majority of County’s reporting requirements. The data warehouse will include an HRM database data model and ETL processes to populate the data model. The infoAdvantage HRM Data Warehouse is currently being designed and developed. Hardware sizing on the data warehouse is based upon the assumption that no data archiving will occur over the stated 6 year retention period, and that CGI-AMS will reevaluate the storage requirements following the previously mentioned period.

The hardware needed to support the above volumes must be in place (for all applicable environments) in time for the Payroll Implementation in order to support the payroll cycle and to successfully complete the performance testing effort. The performance testing effort for the full eHR implementation will be completed during the Payroll Implementation timeframe.

1.1.2 Computational Requirements

Guidelines

The guidelines in this section explain the rationale behind the recommendations. In general, CGI-AMS’s recommendations focus on the raw resources (such as processors, memory, and disk space) required by the AMS Advantage 3 application(s).

Third Party Licenses

Software licensing terms should be kept in mind during the hardware design process. Licensing policies vary from vendor to vendor and even product to product and there may be special licensing terms negotiated for this site or customer. For example, the impact of processor-based licensing should be kept in mind when deciding between a few big servers as opposed to many small servers.

Security

Security is an important concern with any ERP system and AMS Advantage 3 is no exception. The County's specific security measures, such as intrusion detection, may be considered depending on the security policies in place.

Hardware Selection

Phase I & II of eCAPS is implemented on an AIX/Oracle platform based on project and contract factors required by the County. CGI-AMS recommends that the implementation of Phase III application modules continue to use this platform and acquire additional hardware and storage space as needed to meet eHR processing requirements.

Processor/Memory Requirements

The processor/memory requirements for the eHR implementation were estimated based on the County's current eCAPS architecture of AIX pSeries. Based on the information provided CGI-AMS estimates the following minimum computational resources will be required to provide acceptable performance. Guidance is provided in terms of the number of CPUs determined will be required for each of the component tiers. The estimates are based on testing done using workloads typical of an AMS Advantage implementation. Hardware platforms are moving targets as the base clock speed and other factors affecting performance are constantly changing. Any testing done represents a point in time with specific reference hardware. The preferred hardware vendor should be directly consulted for a design to provide equivalent resources to those called for based on the reference hardware. The minimum raw capacity requirements must be met in order to meet the transaction processing response time tolerances, based on the agreed upon assumptions. Additionally, raw capacity requirements for disaster recovery support are not included.

1. Reference Hardware

The primary factor affecting performance of the AMS Advantage applications is the processor's clock speed coupled with proper amount of memory. With this in mind the following information listing the clock speed of the processors in servers used in performance testing are provided.

AIX (Power 5 processors)	1.9 GHz
Windows 2003 Server	3.0 GHz

CGI-AMS conducted eCAPS DHS Time Collection performance tests utilizing available Power 5 processors for application servers and Power 4+ 1.9 GHz on the database server. CGI-AMS has also conducted HRM High Volume

Benchmark Tests using the Power 4+ 1.9 GHz on the application and database server.

2. Production Environment

Server Environments	Type of Processor	Number of Processors	Amount of Memory (GB)	Internal Disk Storage (GB)	Notes
HRM Production Web/Application Server	IBM Power5 1.65 GHz	16	64	73 (RAID-1)	AMS Advantage Human Resources Management Also includes Payroll
ESS Production Web/Application Server	IBM Power5 1.65 GHz	72	180	73 (RAID-1)	AMS Advantage Employee Self Service (estimated 20 CPU will also be used for Payroll processing)
Production Database Server	IBM Power5 1.65 GHz	20	40	73 (RAID-1)	AMS Advantage Human Resources Management AMS Advantage Employee Self Service
Production ETL Server	IBM Power5 1.65 GHz	2	8	73 (RAID-1)	AMS infoAdvantage Data Warehouse ETL Processes
Production 3rd Party Application Server	Intel Xeon 3.2 GHz	4	6	80	Third Party Applications used for Printing and Conversion/Interface processes

3. Non-production Environment

In addition to the raw production requirements for production, the following additional capacity is required to support the non-production environments. Non-production environments are generally required to support testing and training.

Server Environments	Type of Processor	Number of Processors	Amount of Memory (GB)	Internal Disk Storage (GB)	Notes
(3) Non-Production Development Workstations	Intel Pentium 4 3.0 GHz	2	2	80	AMS Advantage & Third Party applications. Must be Windows 2000 Professional or Windows XP Professional Operating System

Server Environments	Type of Processor	Number of Processors	Amount of Memory (GB)	Internal Disk Storage (GB)	Notes
Test Application Server	IBM Power5 1.65 GHz	4	16	73 (RAID-1)	Development, Conversion, System Test environments support up to 25 concurrent users each UAT environment supports up to 50 concurrent users
Training Application Server	IBM Power5 1.65 GHz	8	32	73 (RAID-1)	Training and Learning environments support up to 1,000 concurrent users in total
Test Database Server	IBM Power5 1.65 GHz	3	12	73 (RAID-1)	Development, Conversion, System Test, UAT Test Database Server
Training Database Server	IBM Power5 1.65 GHz	4	16	73 (RAID-1)	Training and Learning Database Server to support up to 1,500 concurrent users in total
Production and Non-Production External Storage				18,711	Includes online and data warehouse databases for 6 year retention period

Provided below is the Total System Resources based on the current volume estimate of 60,000 ESS timesheets during peak hour and 12,000 HRM users.

Type of Processor	Number of Processors	Amount of Memory (GB)
IBM Power5 1.65 GHz	129	368
Intel Pentium 4 3.0 GHz Or AMD Opteron 885	10	12

To facilitate some thought around the current estimates, below are the estimated resources after adjusting the volume down to 30,000 ESS timesheets during the peak 1 hour. The business case to support a lower number of timesheets is to increase the number of employees that are exception paid who are not required to submit timesheets and maintaining a number of time keepers to key-in manual

timesheets. By maintaining a number of time keepers then timesheets are entered throughout the day and spreads the workload during the peak period. The alternative is a large number of employees entering their timesheet during the last 1 hour of the peak period. Note this business case has not been approved by the eHR team and is intended to show the reduction in resources after changing a key volume estimate.

Sample System Resources with lower volume estimates of 30,000 timesheets during the peak hour.

Type of Processor	Number of Processors	Amount of Memory (GB)	Comments
IBM Power5 1.65 GHz	79	255	Reduced Production Hardware - ESS by 38 CPU ESS memory by 85 GB Database by 10 CPU Database memory by 20 GB Total: reduction of 48 CPU and 105 GB Memory
Intel Pentium 4 3.0 GHz Or AMD Opteron 885	10	12	

Another scenario that could significantly reduce online storage space is to archive the documents generated by the Payroll Cycle. (see data archiving later in this section) The County currently keeps the most recent Payroll Cycle available for access and historical payrolls are stored on tape. By archiving the documents generated after each payroll run this may reduce the required online storage by more than 50%. A positive by-product of archiving the payroll runs is improved payroll cycle performance as the database will not be saturated with historical payroll runs.

4. Development

Each application developer or advanced IT system/application administrator will require a Windows XP Workstation with a minimum of a single Intel Pentium 2.8 GHz processor or better and 2 GB of memory. This assumes that each developer will use the shared non-production database server for his or her development/unit test database.

Reporting

The report server is a separate database server used for business intelligence processing (e.g., reports) that is separate from the operational database used by

AMS Advantage HRM. The AMS infoAdvantage HRM Data Warehouse is currently being designed and developed. The hardware sizing for the Data Warehouse will be completed during the eHR implementation to reflect the reporting requirements of eHR.

Below is a table of the eCAPS Financial Data Warehouse size as of July 2006. This is the current configuration after one year of production operation.

Server Environments	Type of Processor	Number of Processors	Amount of Memory (GB)	Disk Storage (GB)	Notes
CDWDB	IBM p690	8	25	880	eCAPS Financial data warehouse server database server

The table below is the hardware recommendation for the eCAPS HRM Data Warehouse database server. It is the current configuration after **one year** of production operation. For the full 6 years of data retention, a total of 3,600 GB of storage will be required to support the entire data warehouse.

Server Environments	Type of Processor	Number of Processors	Amount of Memory (GB)	Disk Storage (GB)	Notes
HRM Data Warehouse Database Server	IBM p690	8	25	528	HRM data warehouse server database server

Cognos has completed a capacity plan for the production environment of eCAPS Financial. The estimated hardware to support production operations is eight (8) Quad windows servers with 8 GB RAM each and three (3) Dual windows servers with 4 GB each.

A Cognos capacity plan will need to be done for the eHR implementation. This includes the development/test environments and production environment. For the production environment it is recommended that the County do a capacity plan before implementation. And review the capacity plan at implementation to see if additional hardware is needed and then review the plan again after implementation.

Minimum Storage Requirements

Each physical server and logical partition (LPAR) should be configured with a minimum of 3 (three) 36 GB of local SCSI disk storage in a RAID5 configuration

to support the specified availability and processing requirements. Local storage is used for supporting the operating system (OS), system software, temporary file storage, and application software. The additional disk storage capacity will allow for establishing different application versions within the same LPAR. The County has adopted the pSeries servers and can take advantage of server virtualization and virtual I/O in order to better leverage hardware resources, such as local storage. The AMS Advantage software will not use the local server storage for the HRM application operational database.

To support high volume processing against the operational database, the County must implement a high-end storage area network (SAN), such as the EMC Symmetrix SAN currently planned for eCAPS. The SAN should be coupled with gigabit fiber multi-channel connectivity or equivalent to support the AMS Advantage database storage. The SAN will be connected to more than one database server, in support of failover processing. The County should consider a RAID1 (mirrored) configuration for the database with a RAID5 configuration at a minimum (with RAID1 for the database logs). Due to the limited speed of tape backup systems, the County must implement the equivalent of EMC BCV (business continuance volumes) or disk backups so that backups (and other services) can be processed in near parallel with other production activities. This will improve system availability. AMS Advantage is dependent on hardware and off the shelf backup approaches for backup and recovery services. Backup and recovery is the responsibility of these respective products.

Based on the available information, the County should allocate approximately 15,120 GB of additional usable disk space for production and non-production database storage to support 6 years of online HRM data (1 current year, 5 previous years). Information that is no longer required for online access should be archived off the operational database such as timesheets or payroll detail.

To calculate one year of production storage the total number of employees (100,000) was multiplied by 4 MB storage for a total of 400 GB. The 4 MB storage is the average employee size for a year which is based on prior Advantage HRM implementations with sites using Semi-Monthly Payrolls. For 6 years with 5% annual growth the total storage allocation is 2,520 GB. This number is then typically multiplied by 6 (2x for RAID-1, 1x for Local Replication (BCV), 2x for Remote Replication and Remote BCV, and 1x for prod sized test) which equates to 15,120 GB of required storage.

CGI-AMS assumes that at least one non-production environment will have production-sized data and the other environments will have minimal data to support the non-production databases (less than 20 GB for each non-production application environment and less than 5 GB for each developer). Note file attachment functionality is not planned for the HRM implementation. Storage needs must be further defined during the implementation of HRM.

Network Capacity Design

The network bandwidth requirements of an AMS Advantage application need to be understood in the context of its n-tier web application. The protocols used at different tiers, as well as their bandwidth requirements, vary, but a minimum of 100-Mbps Ethernet network is recommended to handle the network load optimally.

It is strongly recommended that the County implement the Cisco Content Switches for load balancing as was done in Phase I to maximize system availability and improve performance.

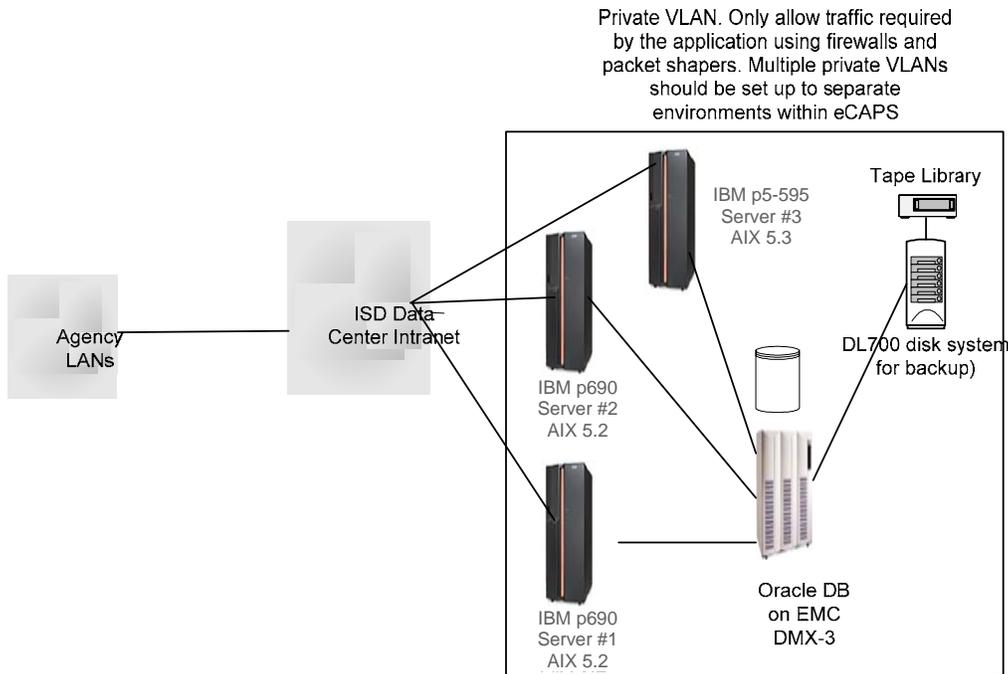
1.1.3 Hardware, LPAR and Network Configuration

This section provides the hardware configuration implemented in eCAPS Phase I and II. The AMS Advantage HRM implementation will be consistent with eCAPS Phase I and II hardware configuration.

The County has implemented eCAPS using two IBM pSeries 690 (p690) and one IBM P5 System (p5-595) AIX servers for the Intranet Web servers, application servers and database servers. The two IBM pSeries 690 (“p690”) AIX servers, each configured with a 32-way (maximum of 32-way) configuration using the 1.9 GHz Power4+ chip and 128 GB of memory. AIX is IBM’s brand of the Unix operating system. The one IBM P5 System (p5-595) is configured with 32-way (maximum of 64-way) using 1.65 GHz Power5 chip and 256 GB of memory.

Non-Unix servers are used in the eCAPS production system configuration for specific tasks, such as Windows 2000 Servers to support form/print requests using Adobe Central Pro. For the HRM implementation the County may choose to install the Adobe Central Pro server on the same platform as the HRM Application, such as IBM AIX, to reduce the DAT file transfers between servers. Windows 2000 Servers are also used as part of the eCAPS non-production environment (e.g., for software version control management).

Exhibit 1-1 High-level Implementation Diagram



As depicted in the exhibit above, the eCAPS servers are installed within a private VLAN. Details of the County's network infrastructure are explained in Section 2.5 Network Architecture. Users that access eCAPS from the agency LANs should pass through a firewall. The firewall is used to restrict network traffic to those required by eCAPS. The two p690 and one p5-595 servers contain multiple internal high-speed disk drives for system and application software files. These internal drives are not used to store eCAPS application data (i.e., the Oracle databases). eCAPS uses a storage area network (SAN) for supporting the eCAPS database. EMC Symmetrix storage systems (DMX-3) are used for the eCAPS SAN. eCAPS data is backed up using Business Continuance Volumes (BCV's) from EMC and Tivoli Storage Manager (TSM) from IBM. The BCV backups are internal in the Symmetrix storage system. The TSM backups are stored both on disk on an EMC Clariion Disk Library 700 system and on tape in an IBM 3584 tape library using LTO-2 drives and media.

IBM pSeries Overview

The IBM p690 architecture is a powerful UNIX server with ability to configure multiple logical partitions (LPARs) within a single system enclosure through allocation of hardware resources (memory, processors, and I/O slots) to the defined partitions. The Hardware Management Console (HMC) is a closed console (specialized PC running a pre-packaged Linux OS) that connects to the p690 via a RS-232 serial connection and its primary function is to define logical

partitions, allocate hardware resources to the partitions, define system and LPAR profiles and consolidate LPAR error reporting for communication to IBM for hardware maintenance. Each logical partition can be configured to run a separate instance of the operating system, processes, and other applications totally isolated from other logical partitions defined within the p690 enclosure. The major benefit of the architecture and technology is that it provides the flexibility to reconfigure and reallocate resources that are configured in the p690 system to accommodate varying degree of resource requirements for the various applications that may be executing in the defined logical partitions. LPAR technology provides the flexibility of allocating available hardware resources to production and test environments within the same p690 system including re-allocation of resources as needed in the production or test environments. The LPAR technology is isolated such that different LPARs can run different versions of the operating system, applications, even support of different time zone settings thereby providing single hardware platform supporting multiple applications and operating environments. This type of architecture provides the ability to consolidate multiple applications into a single environment while maintaining the needed autonomy for resources and security confined within the boundaries of the LPAR. Facts and details regarding the p690 architecture can be found at:

<http://www-1.ibm.com/servers/eserver/pseries/hardware/datactr/p690.pdf>

The p5 595 is the latest IBM eServer P5 Servers that support Server Virtualization through micro-partitioning and virtual I/O. The p5 595 has the same architecture and benefits as those outlined above for the p690, with the additional capability of micro-partitioning and virtual I/O when implemented with AIX 5.3. Micro-Partitioning Allows a single processor to be shared by up to 10 partitions and supports up to 254 such partitions. Virtual I/O Supports the I/O needs of each LPAR without having to dedicate separate I/O slots for network connections and storage devices for each LPAR. You can boot and run the LPAR from Virtual SCSI devices and achieve network connections using the Virtual Ethernet and Shared Ethernet Adapter. Facts and details regarding the p5 595 architecture can be found at:

<http://www-03.ibm.com/servers/eserver/pseries/hardware/highend/595.html>

Virtual Servers versus Physical Servers

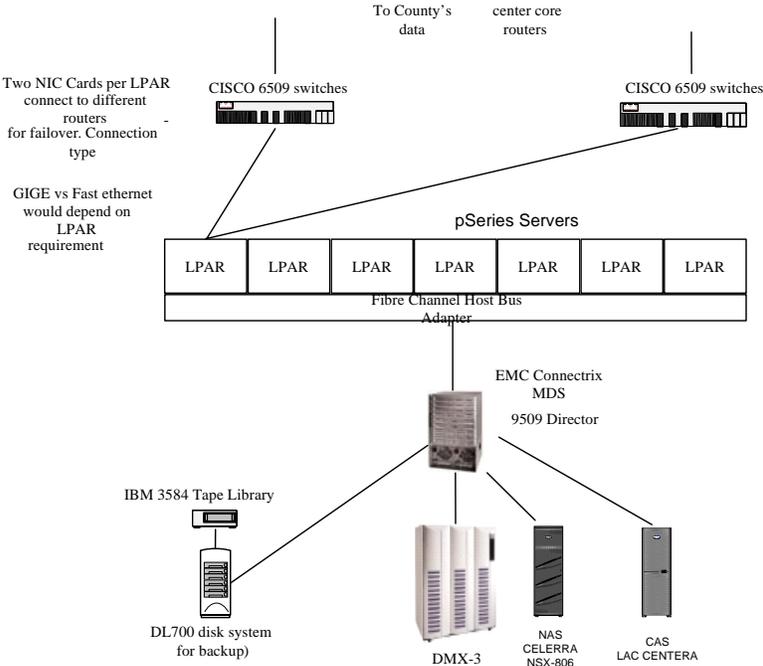
Given the enterprise nature high volume transaction processing of the County's HRM requirements, a traditional approach would represent many physical servers. Instead, AMS Advantage leverages the IBM "Regatta" technology that is used to implement multiple logical partitions (LPAR). An LPAR behaves as though it is a physical server, complete with its own processors, memory, internal disk drives, and network interface cards (NIC). While AMS Advantage would represent multiple physical servers under a traditional configuration, only two physical servers are actually used for core processing (Intranet web

servers/application servers, and database servers). The pSeries servers are configured with multiple LPARs to support multiple production application servers (fail over and load balancing) and multiple application instances (i.e., user acceptance test application, training applications, etc.). Any excess processing capacity can be logically assigned to an LPAR as the need arises without physical intervention.

1.1.4 System Storage Architecture

AMS Advantage leverages the Data Center’s investment in state-of-the-art EMC storage area network (SAN) technology. This technology provides high-end performance, availability, and scalable capacity. EMC’s advanced cache technology reduces cache queuing and storage system latency via advanced arbitration, buffering, and contention-eliminating routines as well as concurrent multi-host support for a wide range of open systems and mainframe platforms and operating systems. Advanced Symmetrix high-availability features include full redundancy of data paths, disk, channel, and global cache directors; redundant power supplies with full system battery backup, continuous monitoring, and integrity checking and fault isolation. eCAPS Phase I & II storage is connected to an EMC DMX-3.

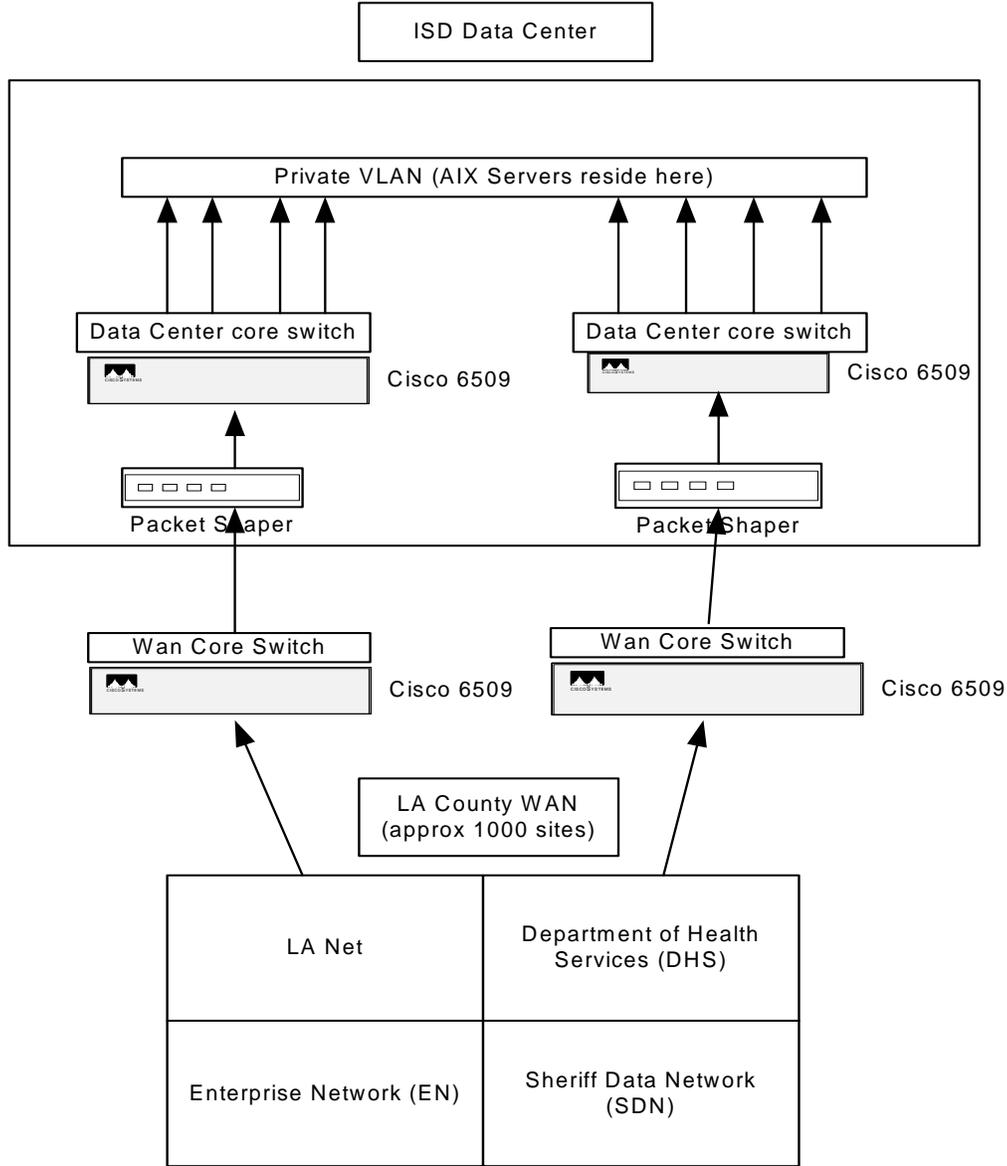
Exhibit 1-2 Storage Area Network Architecture



1.1.5 Network Architecture

This section covers a high-level overview of the County’s network structure and addresses the issue of placement of the hardware in the County’s network setup. The exhibit below displays the high-level view of the County’s current network architecture.

Exhibit 1-3 County Network Architecture - High Level



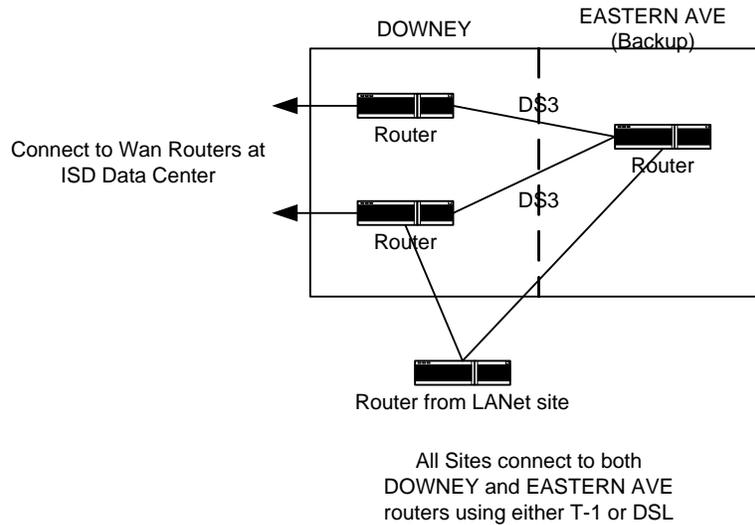
The primary data center for the County is located in the city of Downey. The County WAN consists of four primary network sections. The LANet is the network maintained by the ISD and is directly connected to the data center via the CISCO

WAN core switches. The Enterprise network, which consists of around 70 sites, is also directly connected to the data center via CISCO WAN core switches. The Enterprise network is a newer network as compared to the LANet. The Department of Health Services (DHS) and Sheriff's Department Network (SDN) are separate networks, which are connected, into the ISD data center via an extranet router and the WAN core switches. The AIX servers for eCAPS Phase I & II reside on a Private VLAN set up for eCAPS within the data center and are connected to the data center core switches.

LA Net

The exhibit below is the configuration of the LANet network.

Exhibit 1-4 LA Net Configuration

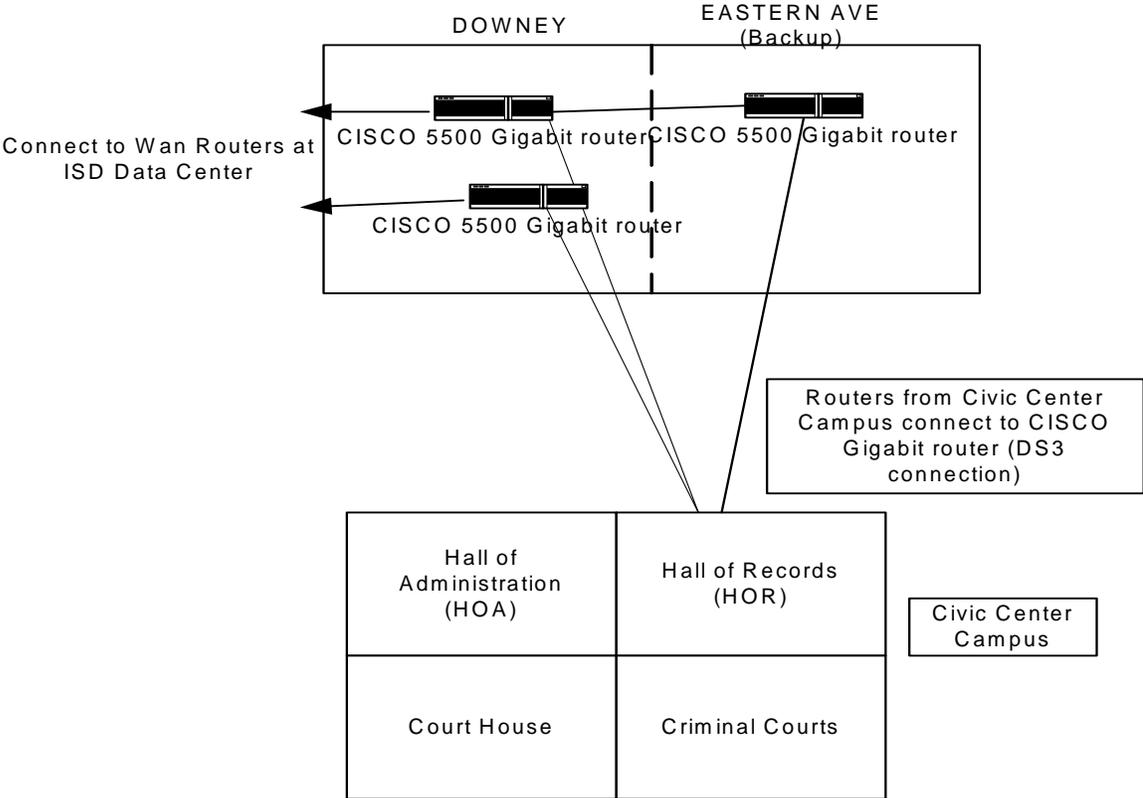


The routers from individual sites connect to routers at DOWNEY and a backup router at EASTERN Avenue via which they are then connected to the WAN Routers at the ISD Data center.

Enterprise Network WAN

Exhibit 1-5 Enterprise Network shows the layout for the Enterprise Network WAN. The CIVIC center campus, where most of the primary users of AMS Advantage HRM reside, are connected from its routers to the CISCO Gigabit routers at the ISD buildings in Downey and Eastern Avenue. They are connected via a GSR (Gigabit Switching router) to the CISCO gigabit routers. As in the LANet configuration all routers are connected to routers in both DOWNEY and Eastern Avenue as a failover strategy. The connection speed from the Civic center to the ISD buildings is DS3.

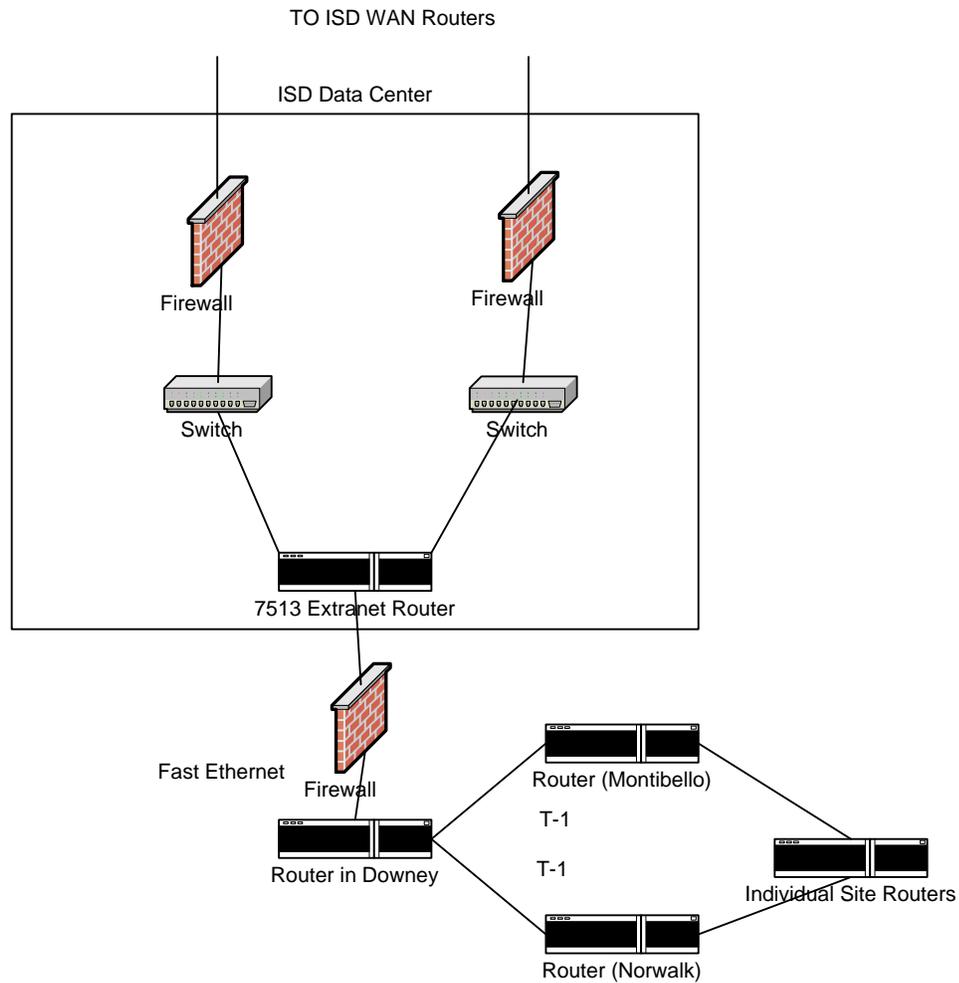
Exhibit 1-5 Enterprise Network



DHS and DSN setup

Exhibit 1-6 DHS and SDN Setup shows the setup for the DHS and the SDN WANs. The connection from the main DHS routers to the router in Downey is also via a T-1 line.

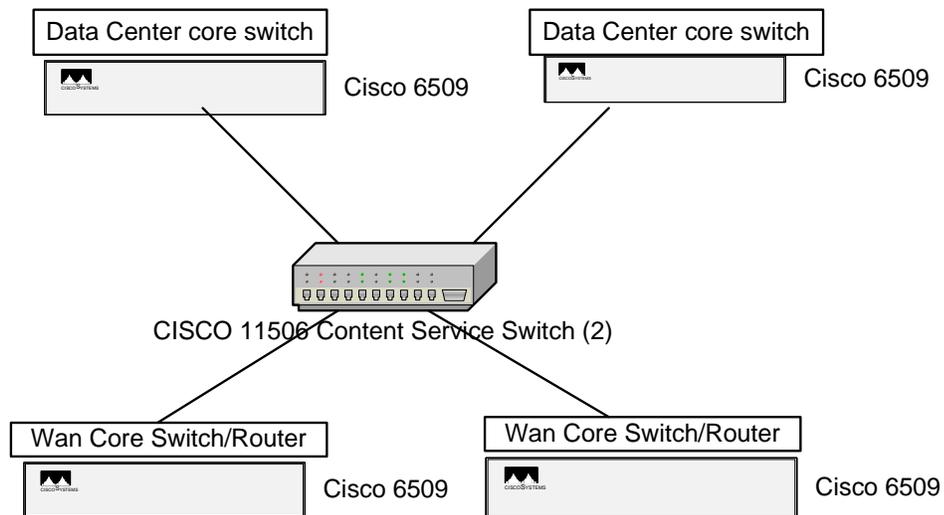
Exhibit 1-6 DHS and SDN Setup



Web Server Load Balancing

Exhibit 1-7 Load Balancing Architecture depicts the hardware architecture implemented by ISD to handle load balancing for web server based applications. The hardware solution consists of 2 CISCO 11506 Content Service Switches. These switches handle all web server related traffic and load balance it to the appropriate web servers. In addition to hardware load balancing performed by the CISCO Switches, load balancing is also performed at the application server level. The load balancing algorithm for the CISCO Switches is round-robin in that requests are routed to the application servers in a fixed cyclic order. Each of the application servers run Versata Logical Servers (VLS) and load is balanced between the VLSs using IBM HTTP Server. The load balancing algorithm for the IBM HTTP Server is round-robin in that requests are routed to the VLS servers in a fixed cyclic order.

Exhibit 1-7 Load Balancing Architecture



Network Security

ISD Data center has a number of methods to implement network security.

Packet Shapers

These servers are spread out through the network within the ISD Data center. The purpose of the packet shapers is to provide a quality of service (QOS) solution by implementing filters to filter out unwanted traffic and by prioritizing the traffic on the network. The packet shapers also allow the network administrator to control security and bandwidth usage of certain applications.

Private VLANs

All the AIX servers at the ISD data center are set up on a private VLAN. A VLAN on a network is a broadcast domain. All of the hosts on that VLAN can communicate with the other members of the same VLAN. PVLANS allow traffic to be segmented at the data-link layer (layer 2) of the OSI model, limiting the size of the broadcast domain.

In a PVLAN, promiscuous ports are called the primary VLAN, while community and isolated ports are called secondary VLANs. A PVLAN will only have one primary VLAN, but may have several secondary VLANS.

VLAN ACL (Access Control Lists) will be used to control the access to the AIX servers in addition to the VLAN. Essentially VLAN ACLs specify which source can communicate with which server and on what port. The ports required for the eCAPS application (443, 80, 21) will be the only ones available for communication within the eCAPS application VLAN. For administrators of these machines, a separate VLAN profile will be setup to allow for telnet access.

1.1.6 Data Archiving

This section describes some of the features available within AMS Advantage to support data archiving. As a natural evolution of growth, mission-critical applications accumulate large volumes of data over a period of time. As part of the data lifecycle, new data is collected and older data loses its value. This results in accelerated data growth as well as a tendency not to delete data. Over time, this can result in performance degradation and expanding maintenance windows. All of these factors play a big role in the need to reassess the data in the databases, identify data not required on a regular basis and archive it out. As the data ages, the relative value of the data and corresponding access rates decrease. There comes a point of diminishing returns where the cost to provide optimal production-level access and performance outweighs the actual business value derived from the data. At this point, it makes sense to move the production data out of the high cost fast response system and into lower-cost slower response systems to better match its business value. The lower-cost slower response system could be either cheaper lower end disks or in some cases a tape archive. The decision on which lower-cost slower response system to use would be based on a comparison of cost vs. time to recover archived data.

Different strategies could be used for moving the archived data to the lower-cost system. Listed below are possible strategies:

- Tables could be partitioned based on fiscal year criteria. The business users could decide that data over a certain number of fiscal years old needs to be archived. The older data could then be partitioned off to a slower low-cost disk system;
- Archive Data from tables could be moved to shadow tables which could then be moved to slower low-cost disk system; and
- Archive Data from tables could be directly written out to flat files and then copied over to a tape library.

The business users should identify the criteria for archiving data from the production database. A more detailed data archiving strategy, which is outside the scope of this document, should be determined for the eCAPS application sometime during the project life cycle. This activity can occur after production cutover.

Document Archiving is a feature provided by AMS Advantage which provides for removing unwanted document historical data from the system, allows users to audit, store and retrieve previously archived documents. The archive action on a document copies the selected version of a document into a specified storage medium and removes it from the system. The storage medium can either be a file system or a database table. When a document is archived, the document header, components and catalogs of that document are archived and deleted

from the system. When the archive action is completed, a footprint of this document is created in the Document Archive Catalog. The Document Archive Catalog can be searched for a specific version based on user specified search criteria. A previously archived document can be restored back into the system by using the un-archive action. The document archive and un-archive actions can be invoked either from the online application or by scheduling these actions using the System Maintenance Utility job. The archived data can then be moved onto another storage medium such as tape or can be moved to lower end disk systems as explained above.

1.1.7 Talent Management Data Cleansing Database

The County of Los Angeles has multiple implementations of the legacy TRAC system to track and maintain its applicant tracking data. In addition, custom applicant tracking systems are being maintained by the departments within the County. A primary objective of implementing the eHR system is to eliminate redundant systems and to streamline the management of the HRM, Payroll and Applicant Tracking information through an integrated eHR system. To achieve this vision, data from the multiple legacy systems will be converted into a data cleansing database for cleansing prior to the production implementation of eHR.

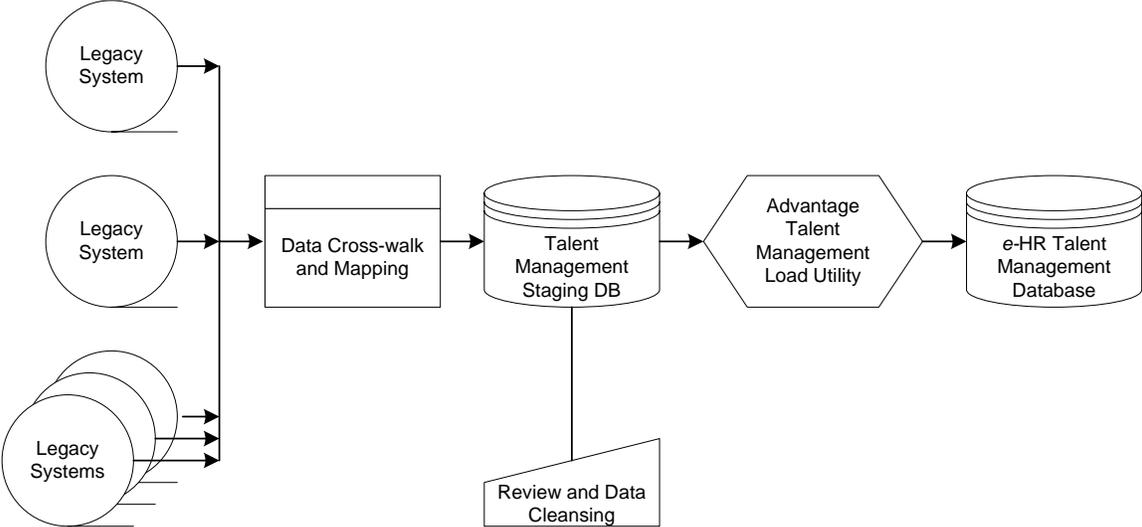
During the implementation of eHR, CGI will develop a Data Conversion strategy for converting data from the County's legacy systems. The strategy will identify approaches for data conversion that include: fully automated, semi-automated, and manual conversion approaches. The fully automated conversion approach will be used for converting larger volumes of data that are stored in legacy systems and can be readily converted to eHR. The manual approach will be used for converting smaller volumes of data where it is cost-beneficial to convert the data manually in contrast to developing automated software. The semi-automated conversion approach will be used to convert larger volumes data of data than cannot be readily converted, require data transformation, or data cleansing. The semi-automated conversion approach will include a combination of automated and manual data conversion activities; for example, data from the legacy systems will be automatically extracted into a data cleansing database, manually cleansed in the data cleansing database, and then loaded from the data cleansing database into the production database.

For the conversion of the legacy Applicant Tracking data to eHR, a semi-automated data conversion approach will be used in conjunction with a data cleansing database. The data cleansing database will serve as a holding area where legacy data can be analyzed and cleansed prior to populating the production database. The structure of the data cleansing database will include a facility to store additional information, e.g., legacy system Id, required for the analysis and data cleansing activities, and will allow the data in the data cleansing database to be consumed by the Talent Management Load utility for loading into the eHR Talent Management database. The data from the legacy

systems will be mapped to the corresponding data in the eHR data cleansing database through crosswalk tables or procedural rules. As applicable, data from the legacy system will be extracted to spreadsheets to facilitate analysis and cleansing of legacy systems data prior to loading into the data cleansing database. Specific processes will be created for the loading and tracking of data loaded from the legacy systems, for correcting the data within the legacy systems, for correcting the data in the data cleansing database, for updating the crosswalk tables, and the data translation procedures. The process of converting, loading and cleansing of the legacy systems data will continue until a clean set of data can be established in the data cleansing database. The baseline Talent Management reports will be used by the project team to review and validate the state of the data in the eHR Talent Management Database. A set of custom SQL query will be developed and used by the project team to validate the state of the data in the data cleansing database. Upon the completion of the data conversion and cleansing activities, final cut data will be extracted from the legacy systems into the staging format and loaded into the eHR production Talent Management databases. The process for converting the Applicant Tracking data is depicted in Exhibit 1-8 Applicant Tracking Data Conversion Approach.

Detailed designs of the data crosswalk and data mapping processes will be created during the eHR system implementation activities. Detailed procedures will be created to facilitate the loading, tracking and cleansing of the data in the data cleansing database. A detailed plan will be developed to effectively communicate with and to engage Subject Matter Experts from the departments in the conversion of the Applicant Tracking data from the legacy systems to eHR.

Exhibit 1-8 Applicant Tracking Data Conversion Approach



Appendix J-6 – Configurations and Customizations

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#	Decision Log #	Baseline Y or N	Description of Issue	Business Case	Solution
CLASSIFICATION					
CLASS_002	CLASS-07	N	Want to add a Bargaining Unit information on Title page.	A Bargaining Unit is tied strictly to a Title. In the Advantage system, there is only an indicator that shows that there is a Bargaining Unit linked to that Title, but no information about the BU.	04-10-06 - APPROVED BY CCC County Recommendation 1. Modification - Add a field on the Title page that displays the Bargaining Unit if there is one linked. Infer on the PSMT and ESMT. Note that the solutions for CLASS_002 and CLASS_004 will be combined for design purposes.
CLASS_004	CLASS-12	N	How will Advantage track the timeline of a Title if Classification changes both the title number and description when there is a change?	Classification will change the Title and other title indicators, most of the time due to a Reclass. If the title is changed the County has a desire to track the history of the title based on the previous or "prior" title.	04-10-06 - APPROVED BY CCC 1. Modification - Add a "Prior Title" with three fields to the Title page. This will be utilized if the Title was previously named something different along with baseline timeline maintenance. Note that the solutions for CLASS_002 and CLASS_004 will be combined for design purposes.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_001	CO001 CO009	Y	<p>The County ties pay rules directly to item and item-sub. The County tables this information to enforce compliance with pay policies.</p> <p>Advantage assigns the pay class (which ties to standard pay attributes; e.g., positive or exception paid; "amount basis id" that denotes annual or pay period or hourly salary in the field; and number of hours per year or per pay period) at the position or employee level. This information is not controlled on the title/sub-title level.</p>	<p>Control and maintenance of pay details by a central authority/department rather than locally ensures consistency and accuracy department to department.</p> <p>These details impact gross and net pay, and can effect retirement, benefit, deferred benefits, and cafeteria plan contributions.</p>	<p>04-06-06 - APPROVED BY CCC - Decide later whether Mod will be by "a" or "b"</p> <p>1. Modify Advantage to assign the Pay Class(and associated pay information) at the Sub-Title level (tied to Title - Item) allowing central control. Select either a or b described below [Note that it was later decided that (b) would be chosen]</p> <p>a. Do not allow the Pay Class to be overridden at the Position or Employee level.</p> <p>b. Allow the Pay Class to be overridden at the Position or Employee level with proper approvals, but if not entered, default it from the Title/Sub-title table entries.</p> <p>Note that the solutions for COMP_001 and COMP_005 will be combined for design purposes.</p>
COMP_002	CO002 CO010 CO011	N	<p>The Advantage System provides only for a salary minimum and maximum at the item (Title/Sub-Title) level. It does not track ranges, quartiles, or control point. It also does not provide a way to update salaries based on performance evaluation + current placement on grid.</p> <p>Advantage, like the County's current system, can facilitate a mass change based on item or by percentage, but does not have the ability to automatically make changes based upon performance or range placement. If MAPP salaries are entered on tables (instead of just at the employee level), Advantage does not have a way to perform mass changes on those tables.</p> <p>The County is currently analyzing various changes to MAPP including this structure.</p>	<p>Currently the salary of employees paid under MAPP is based on tables with ranges that include a minimum, maximum, control point and range quartiles that govern placement and advancement.</p> <p>There are no discrete steps within any MAPP range, so a MAPP participant's salary may fall at any point along the range. County salary code for determining individual salary increases includes both general (across-the-board) increases as well as increases based on performance and range placement. The salary of a MAPP employee is manually entered on the County's Payroll System. The system does not control the salary of a MAPP employee when entered.</p> <p>There are approximately 1,200 employees in MAPP.</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>1. Report + Batch Process: Do not modify Advantage to track this table information. Manually assign MAPP employee salaries in Advantage. Provide a payroll report auditing MAPP employee salaries against the MAPP employee grid. Create a batch process to perform mass salary increases based on a combination of performance evaluation and quartile (based on new MAPP policy).</p> <p>Note that the solutions for COMP_002 and COMP_006 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_003	CO003 CO018 CO031	N	<p>Step placement at the time of new hire or promotion:</p> <p>The County's current system evaluates the necessary criteria at the time of initial hire or promotion and assigns the employee to the correct step, next step, and next step advance date.</p> <p>This includes accelerated step progression based on step placement on promotion.</p> <p>Advantage currently requires that the user enter the appropriate step on the employee record at the time of entry.</p>	<p>Automating this process saves staff time and prevents critical errors. There are too many transactions to manually process in a timely manner and costly mistakes could result.</p> <p>-On average, 2000 step advancements and 1600 placement and/or promotional transactions occur each month.</p> <p>-On average, 7,000 County employees are covered by range lengthening or shortening notes. Additionally, range placement variation rules almost always impact placement in large classifications (physicians, firefighters).</p>	<p>04-06-06 - APPROVED BY CCC (Compensation to look at legal issues associated with policy change.)</p> <p>1. Modify Advantage to automatically determine and assign the appropriate step for the employee (table driven pay only) based on the rules established for the title/sub-title, schedule and level. Allow this inferred step to be overridden on the employee record if necessary. Also add logic to the employee assignment document processor (possibly through personnel action rules) to control when certain personnel actions for promotion, demotion, and lateral transfer are used based on the entered position/title and associated salary schedule/level.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_004	CO004 CO005 CO006 CO007 CO016 CO022 CO056	N	<p>Salary Schedules/Levels and automated step advancement rules.</p> <p>The County's Standardized Salary Schedule is a table of ranges depicted as five horizontal steps (1-5) that are approximately 5.5% apart. County salary code specifies which step each classification/position starts and ends on and associated step progression time periods, although most positions start on the first step and progress one step annually, ending on the fifth or last step of the range. Various types of notes and other logic can also be tied to the salary schedule rules such as flat rates prescribed by CPI, range lengthening, range shortening, or both. Additionally, automatic step advancement is impacted by performance evaluation data, as well as certain promotion information (if promotion salary < X% increase, accelerated step advancement).</p> <p>Advantage does not track schedules and levels -- only grades and steps. Advantage does not process automatic step advancements based on the associated rules and/or the performance evaluation. Advantage does not have 'pay progression',</p>	<p>A manual process would be impractical because of time and maintenance considerations and could result in inconsistent and/or incorrect entry of important pay details</p> <p>-On average, 2000 step advancements and 1600 placement and/or promotional transactions occur each month.</p> <p>- MOUs covering large classifications contain step acceleration or irregular advancement placement provisions. (e.g. clerical, sheriff deputies). Additionally, placement on promotion variation rules almost always impact placement in large classifications e.g.: physicians, firefighters).</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Full Modification + internal interface (no policy change required, but if addressed, they would make this modification simpler): Create a salary 'rules' reference table that tracks the schedule/level, note, steps, associated step progression time periods, and ties this entry to a given title. Track the threshold salary (below which employees get step advancement in 1/2 the time). Add a batch process to monitor the employees and automatically create a step advancement based on these rules. Also included in the monitoring rules is the checking of the performance evaluation. The step advancement date will now be on the exact anniversary of the employee's original step progression date (instead of 1st or the 16th). (This modification is necessary for COMP_010 if the County would like to continue tracking bonuses with schedules/levels).</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_005	CO008	N	<p>The County's system automatically determines whether an employee is part time (and what %) or full time by the item and item-sub entered. The control of the setting association is central.</p> <p>Advantage currently places the "FTE%" field at the employee level on a page that will be controlled by County line department staff.</p>	<p>Central control and maintenance of FTE % ensures consistency and accuracy department to department.</p> <p>The FTE % field affects gross and net pay, and can effect retirement, benefit, deferred benefits, and cafeteria plan contributions.</p> <p>There are approximately 13,000 non-permanent full time employees in the County.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification: Add an FTE% field on the sub-title table to control it centrally and do not allow override at the employee level. This ensures consistency of important item pay details and prevents costly and time-consuming manual determination and entry by staff.</p> <p>Note that the solutions for COMP_001 and COMP_005 will be combined for design purposes.</p>
COMP_006	CO012	N	<p>The County system currently executes mass salary changes for MAPP employees by expanding all MAPP tables and notifying departments to update MAPP employee salaries by X% (note that dept staff must process each employee individually).</p> <p>With the current Advantage functionality, County staff would have to create a mass change record for each sub title (A through W) for each MAPP item to perform the function correctly.</p> <p>The County wants to be able to adjust all the titles on a single record to create the mass change. Advantage would have to be modified so that a Mass Change selection criteria could apply for more than one group at a time.</p>	<p>A process to allow all MAPP employee salaries to be updated at once by grouping all MAPP item/title entries would save staff time. (On average, 1200 MAPP employees receive a cost of living increase once a year.)</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Internal Interface (Batch Process): Build a process that would select the date for the mass change from Advantage (based on selection rules) and create baseline Advantage documents with the necessary changes to load back into the system to process the changes. (This request can possibly be included in batch process per COMP_002 that was approved on 3/27.)</p> <p>Note that the solutions for COMP_002 and COMP_006 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_010	CO024 CO054	N	<p>In the County, many bonuses are expressed in terms of schedules/levels and/or percentages. These bonuses are compounded (i.e., each subsequent bonus is calculated based on the original base plus any %/level bonuses already applied). Also step placement on promotions is complicated by compounding of percentage level bonuses.</p> <p>Advantage does not have the functionality to handle bonuses based on schedule/levels. Advantage does allow percentage bonuses to be entered. It does not have the functionality to systematically compound bonuses (requires user calculation).</p>	<p>In the County:</p> <ul style="list-style-type: none"> -133 different bonus types are expressed as schedules/levels -33 bonuses are expressed as pure percentages -Many of these are compounded <p>Note: if schedule/level bonuses are to be expressed as percentages, it would require re-negotiations with the Unions of the County.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification to Advantage to track schedule/level bonuses and allow these to be entered on the employee's record. (Note that this option is dependent on the modification to add schedules/levels/rules in COMP_004 being added.)</p>
COMP_012	CO026 CO042	N	<p>The system could assign certain longevity bonuses based on evaluation of assignment/ appointment dates and rules.</p> <p>In Advantage, as in CWTAPPS, this would be a manual process to assign the bonus. Note that the County currently has, and would like to continue to create a report that tracks titles in certain classes for retention and longevity bonuses if the system does not handle this automatically.</p>	<p>The manual process requires a person to review the report and enter the bonus on the employee's record when eligible.</p> <p>This manual process could potentially result in underpayments to the employee if the bonus is missed (although this is the current LAC process).</p> <p>Approximately 14, 000 employees are eligible currently for bonuses. Another 3,000 are anticipated.</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>1. Internal Interface to evaluate the longevity bonus rules and automatically create ESMT records with the appropriate bonus when the employee meets the criteria.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_015	CO041	N	<p>The system could monitor (in an offline process) the number of hours/ weekend hours worked by employees in a certain title, and if they hit a threshold, generate a one-time payment document for the flat dollar bonus (e.g, \$450 for nurses) to be paid with the next pay period.</p> <p>In Advantage, as in CWTAPPS, this monitoring process would currently be manual, through the use of a report.</p>	<p>County Code provides that Relief Nurses can receive a flat dollar bonus (\$450.00) for mandatory educational units every 6 months if at least 626 total hours have been worked in that six month period, and 112 of those hours on the weekend. The employee is paid, at the day shift rate, for up to 8 hours of training every six months.</p> <p>Currently the department manually tracks these time parameters and requests pay for employees that meet the requirements. The system maintains the payment on the employee's pay history.</p> <p>There are approximately 668 Relief Nurses eligible for this bonus in the County. Automating this process would save staff time and prevent errors.</p>	<p>03-27-06 - TO BE COSTED-OUT</p> <p>2. Create an internal interface that will run on a nightly (or pay period) basis, identifying weekend hours per rolling 6-month period, sum them up and compare to the threshold (a parameter), and if the requirements are met, create an OTPAY document for the employee that is then loaded back into Advantage for the bonus payment.</p>
COMP_016	CO043 CO050	Y	<p>The County currently states salaries as monthly amounts.</p> <p>Advantage allows salaries to be stated as 'annual', 'pay period amount', 'hourly, or 'daily' based on the 'Amount Basis ID' assigned.</p> <p>The County is moving to a semi-monthly pay cycle so the display under "Amount Basis ID" will be semi-monthly. The monthly display of salary will no longer be available.</p>	<p>Salaries are reflected on a monthly basis in County Code and employee step placement on promotions is expressed as a percentage of monthly salary.</p> <p>While these determinations can be calculated using hourly or annual figures, it was requested that a monthly expression of salary remain available as a managerial reference tool.</p> <p>Currently in Advantage the amount basis id does not allow pay rate to be expressed as monthly.</p>	<p>04-06-06 - NONE OF THE LISTED ALTERNATIVES WERE APPROVED BY CCC</p> <p>The group instead identified an alternative option that was approved as the proposed solution: Modify the system to create an inquiry page that displays employee salary information including: pay period, monthly, annual salary for regular salary, bonuses, and the combined amount.</p>
COMP_017	CO053 CO055	N	<p>LAC has certain earnings codes that are the same for all employees, and therefore do not need to be tied to a specific pay/leave policy (which is assigned at the sub-title level in Advantage).</p> <p>For these events, Advantage would still require that a unique record be created for each pay/leave policy tying the event to the people in that policy.</p>	<p>Without a modification, the County staff would have to enter a record for each of these earnings codes for every available pay policy in order to allow all employees to be eligible for it.</p>	<p>04-06-06 - APPROVED BY CCC - (Will be Revisited by CCC should Auditor-Controller staff wish to further discuss the issue and need for modification))</p> <p>3. <u>Table Extract</u> - Download the PPET/LPET tables to Excel, allow users to update/insert records, and upload back to Advantage.</p> <p>NOTE: This is replaced by the modification approved in item # PAY_055. COMP_017 is no longer applicable.</p>
Moved to Payroll Module					

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_018	CO057	Y	<p>The County would like to have functionality so that when a bargaining unit makes a change, the user could select all titles (items) affected by the change and increase the schedules for all of these by 'X number of schedules' based on the new bargaining agreement.</p> <p>Currently, the County must update each item individually. The individual updates would also be required in Advantage.</p>	<p>A modification to allow the schedule/level for a group of title entries to all be updated at once would eliminate a task that currently takes a lot of time to perform. Note that these types of changes can occur with each MOU (approximately 1.5 times per year, affecting approximately 3000 items).</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>3. Table Extract: Download the Reference table data to Excel, update the information there, and upload it back into Advantage.</p> <p>Please see Appendix M-6 - Subproject Assumptions and the eHR Context Diagram for information about the breakdown of responsibilities (CGI and County) for Table Extract processes.</p>
COMP_020	CO049	Y	<p>Currently, the County's timekeeping system "pre-populates" a timecard for negative-paid (i.e.: monthly) employees and only exceptions must be recorded as changes to the generated timecard. If the employee fails to submit the timesheet, he or she is still paid the 'regular' pay period salary. (Most departments require these employees to submit a signed timecard indicating either exceptions or no exceptions for the period.)</p> <p>Advantage treats negative (exception) paid employees the same as the County in that they will still be paid without a submitted timesheet. Advantage can generate timesheets offline (based on pay policy, work schedule, etc.), and also allows for Easy Fill functionality, where the employee clicks a button to populate the timesheet with this same information.</p>	<p>The County's timekeeping process of pre-populating time cards (kept in the system) lessens the possibility that a negative-paid employee is harmed should a timecard be lost or misplaced. Arguably, this process can result in errors.</p> <p>-Approximately 92,000 employees are negative-paid (exception-paid). - 3% (19) of all claims (582) referred to the Civil Service Advocacy in the last five years involve falsification of timecards.</p> <p>The policy issues are: a) Should a signed and verified timecard be required in order to be paid; and b) Should timecards be required to be completely filled out or only exceptions required.</p> <p>The procedural details resulting from these two decisions will be described more fully in timecard attendance issue papers.</p>	<p>05-12-06 APPROVED BY CCC</p> <p>2. (A) Policy:Negative-paid employees must enter all hours on an electronic timesheet regardless of whether there are exceptions or not. If no timecard is received, Advantage system assumes no exceptions and automatically pays negative-paid employees. Create a "missing timecard report" that is issued each pay period prior to issuing pay. Modification to provide missing timecard report for exception paid employees.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
COMPENSATION					
COMP_025	CO047	N	<p>There is a County-wide rule that certain bonuses (e.g. bilingual) must stop if the employee has been out on paid leave for 60 consecutive days. (Can be a combination of sick, vacation, compensatory, any type of leave etc.)</p> <p>Currently, this requires an action by a user to stop the bonus.</p> <p>Advantage would also require a manual action to expire the bonus in this situation.</p>	Currently, this only affects the bilingual bonus.	<p>05-12-06 APPROVED BY CCC</p> <p>1. Internal Interface - Develop a process to monitor employee pay records and generate ESMTs when it is determined that the employee has not reported any 'work' event codes within the last 60 work days.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
EMPLOYEE SELF SERVICE					
ESS_003	ESS-10	N	Want to view all leave balances.	Note: This is tied to Decision Log #LT-013 The leave accruals and balances available in the County customized Advantage product should be made available for the employee to view. This ESS feature will enhance an employee's capability to monitor their benefits and to accurately submit future dated leave requests.	04-10-06 - APPROVED BY CCC 1. Modification - Add new LA County leave balance fields that are missing in ESS.
ESS_005	ESS-16	Y	Want Garnishment view only screens	Employee access to current and historical garnishment information will allow an employee the capability to view and track activity associated with personal garnishment(s), order(s) for support, student loan(s), etc. Access to this information would allow employees to independently gather documentation when needed.	04-10-06 - APPROVED BY CCC 1. Modification - Add the view only garnishment information to ESS. Note that the solutions for ESS_005 and ESS_006 will be combined for design purposes.
ESS_006	ESS-19	Y	Want a License and Certification view only screen.	The License and Certification screens would allow employees the ability to self monitor expiration dates to ensure they meet criteria required to continue their License or Certificate without a gap. This is especially important for employees receiving bonuses based on Certification.	04-10-06 - APPROVED BY CCC 1. Modification - Add the view only license and certification information to ESS. Note that the solutions for ESS_005 and ESS_006 will be combined for design purposes.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
END-TO-END					
ETE_01	EE-14	Y	<p>Currently, the County has a 'termination process', in which they enter a termination date, several other fields, and all additional system information is updated automatically based on the termination.</p> <p>In Advantage, the employee/job record fields to be updated with a termination can be controlled through the Personnel Action and Personnel Edit Rules so that the user cannot submit the termination document until the appropriate fields have been updated. However, the update of these fields is not automated in Advantage.</p> <p>Note: The automatic expiration of benefits and deductions with a termination action has been addressed with PAY-42.</p>	The users do not want to have to update the fields manually for a termination - they would rather have the system update this information for a termination.	<p>05-12-06 - APPROVED BY CCC</p> <p>1. Modification - Develop 'termination' or 'personnel action' wizard functionality to allow the employee to enter minimal data and have the system then generate the ESMT (employee/job main document) for the termination. Note that if this is built in a flexible manner, it could potentially incorporate PAY-42 (expiration of deductions at time of termination) and LEAV-006 (payout of leave benefits at termination). [Note that the potential for 'process checklists', which would allow for certain documents to be generated based on a personnel action, is being considered for 3.7. The modification listed here could potentially be an extension of that item.]</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
END-TO-END					
ETE_02	EE-49	Y	<p>Currently, when the County enters certain actions on the employee record, such as 'bonus change', 'item-sub change', etc., where the user does not need to reapply or update the employee's existing bonuses at the time of the change. In other cases, such as a promotion, position change, etc., the user must currently reapply any bonuses that should still be in effect for the employee.</p> <p>In Advantage, whenever a personnel action is processed on ESMT with a new effective date, the bonuses on the Pay Parameter tab must be updated with a new effective date if they are still effective. (Note that this does not overwrite the original effective date of the bonus.) If the bonus is no longer effective for the employee, then the user would expire it.</p>	The County does not want to have to update the bonus records with actions that do not affect the bonuses.	<p>05-12-06 - APPROVED BY CCC</p> <p>4. Modification (added during CCC) - Add a flag or a date field to the Pay Parameters that allows the user to only have to click once to confirm that all the pay parameters listed on the document are still valid for the employee and should be carried forward to the new record.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
FLSA/OT					
FLSA_002	FL003 FL006 FL013	Y	Advantage cannot track a 'mid-shift' FLSA work week start (e.g., for a 9/80 schedule). The County has employees on 9/80 schedules that are FLSA non-exempt, and FLSA premiums need to be calculated correctly for these employees.	FLSA regulations state that the 7 consecutive 24 hour periods that make up the FLSA work week may start at any time of the day.	04-26-06 - APPROVED BY CCC 1. Modification to allow for FLSA work cycles that start at any point in the day (e.g. 9/80 schedule that starts at noon or after 1/2 a shift on the Friday opposite the RDO). This would require modifications to the FLSA work cycle/hours entries to be able to specify a start time, earnings priority (i.e., hours on the split day that count towards prior week), start week after X hours of shift, etc. This would also require modifications to the FLSA GTN logic to evaluate the FLSA work period based on the new information. (Note: At least a portion of this logic is planned for baseline in a future release. We'll need to review that logic and determine any additional gaps with the County. The current LOE assumes a new modification for the County.)
FLSA_004	FL007 FL008	Y	The population of the FLSA work cycle information on the Pay Cycle reference page in Advantage will be very time consuming for the County.	The County would like a modification to automate this process.	04-26-06 - APPROVED BY CCC 1. Modification - add functionality to allow more FLSA cycles on a pay cycle (limiting the # of pay cycles LAC needs) and to automate the population of the Pay Cycle table.
FLSA_005	FL009 FL016 FL020	Y	The County displays all pay and time details (including adjustments made to a day) in chronological order for each day, available for research from a single screen. Additionally, the County's pay details screen shows the hourly rate associated with the pay, as well as the hours used to pay the FLSA premium. Advantage does not display this information online in the pay details, although some of this information is available through the database.	This is information that the County currently has and uses for research. The display of the hours used for FLSA premium calculation is currently provided to employees on their paycheck. The loss of this information would cause a lot of confusion and generate additional administrative work to prove the payments.	04-26-06 - APPROVED BY CCC 1. Modification to make Advantage pay and time details information more usable and to display the same information the County currently displays. This includes: (1) Display Hourly Rate in pay details online (currently in pay_detl table in DB); (2) Display Hours used to generate FLSA premium (i.e., number of hours for which premium was paid); (3) Create a page that shows all pay detail history in date order w/o first requiring the selection of the pay check to which it's tied. (In Advantage, PAYM - Pay Details are separated by the check in which they were paid.)

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
FLSA/OT					
FLSA_007	FL011 FL028 FL032 FL033	N	How will the system handle all the employee choices of cash vs. comp time (FLSA or non-FLSA) that the County currently allows? The County currently allows (based on eligibility): (1)all cash, (2)all comp, (3)comp straight, cash premium, (4)cash straight, comp premium. This is noted in each case by a single event type code on the timesheet.	This is current County functionality based on MOUs, County Code, etc.	05-12-06 APPROVED BY CCC (need to make sure its negotiated) 3. Policy Change + Modification - Renegotiate to simplify alternatives (e.g., only allow all cash or all comp instead of the portions of each). This will still require a (simpler) mod or internal interface.
FLSA_008	FL012	N	Currently the County does not pay overtime premium unless it is reported by the employee as paid overtime. Advantage counts all the hours in events that could count towards overtime (based on FLSA eligibility flags on EVNT) and automatically calculated the overtime premium for the week.	The County is concerned that the Advantage method could result in a lot of overpayments for some departments where they forget to take an RDO or other off time off of the timesheet and instead code > 40 of 099(Reg) for a work week.	04-26-04 - APPROVED BY CCC 1. Modification to Advantage (timesheet) - hard edits for combined 'regular' hours (reg, sick, vacation, etc.) compared to work schedule on a daily basis. Note that this also covers the issue originally reported in TMA_032.
FLSA_009	FL014	N	County has a logic that any 100% leave usage entered on a holiday counts towards FLSA calculations whereas the same event if used on a day that is not a holiday will not count towards FLSA calculations. Advantage would require 2 unique event codes to handle this.	Since Holiday hours count towards FLSA calculations (per the County policies) and 100% leave an employee uses to make themselves whole on that holiday as a result of a non-standard 8-hour work cycle should also be counted towards the calculation. Note: This is not an FLSA regulation; it is County Policy	04-26-06 - APPROVED BY CCC (Added at meeting) 4. Modification & Configuration - Set up two unique events for each type of leave affected (one included in FLSA for use on a holiday, one not included in FLSA for use on regular days). Add edits to hte timesheet to only allow the 1st event to be used on a County designated holiday and the 2nd event to not be allowed to be used on a County designated holiday. Note that configuration is a County responsibility (reference table setup), and the task is included here only for the completeness of the description of the approved modification.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
FLSA/OT					
FLSA_011	FL017	Y	The County guarantees time and 1/2 for certain earnings codes (like callback). Advantage can guarantee 1.5 times the regular rate of pay, but we must also compare the premium generated for the work week to what FLSA would have calculated and pay the employee the net difference if FLSA would have resulted in a larger premium payment. (If the FLSA amount is less than the guaranteed 1.5x for the hours, the employee is paid the guaranteed premium.)	FLSA regulations require that any guaranteed premium be at least equal to the FLSA premium calculation requirements for the work period.	04-26-06 - APPROVED BY CCC 2. Modification to FLSA GTN logic to evaluate 'guaranteed premium paid' (e.g., call back, etc.) against the total premium that FLSA would require for the work week based on the 'regular rate of pay', and if necessary, generate a 'net payment' to make sure we are, at a minimum, meeting FLSA requirements. (If the FLSA amount required is less than the guaranteed premium, still pay the guaranteed premium for the hours.)
FLSA_014	FL024	N	Currently County charges premium back to the employees home dept, however Sheriff would like the ability to charge the premium to the actual job for which the overtime was entered. Advantage does not currently allow this, because technically, premium is earned based on all hours in the FLSA period and not just the 'ot' hours. <u>Options in Advantage:</u> 1. Allocate over all labor in the work period 2. Can charge to a single LDPR (Labor Distribution Code - which calls one or more accounting lines, with percentages that add up to 100%) per department 3. Charge to the employees default acct (DEPTA or PSMT)	The Sheriff would like to charge the org for which the OT work was performed for the premium as well as the straight portion of the payments.	05-31-06 - APPROVED BY CCC 2. Modification to payroll/pam to charge FLSA premium to specific Unit/etc. based on OT event code entered and accounting tied to that event. If this modification is added, it could affect the whole county and not just Sheriff.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
FLSA/OT					
FLSA_015	FL031	N	The county looks at a combination of categories to arrive at the CTO cap to determine how many hours the employee can comp before losing the remaining hours. (For example, FY93 and Non-FLSA CTO categories combined can only add up to 160 hours.) Currently, this is handled manually because it is a relatively new rule. Note that this affects FLSA Exempt employees only.	The County would like a modification to automate this process.	04-26-06 - APPROVED BY CCC 1. Internal Interface: Create a new batch process to bring down the combined balances down to a specific value (currently it is 160). Note that this would allow the employees to go above the limit during the pay period, provided that they use the balance down to 160 prior to the payroll run. Additionally, rules/assumptions are needed for the interface as to which leave balance should be depleted first if the combined amount is greater than the limit.
FLSA_016	FL037	N	The County splits FLSA comp time into two distinct leave balances - straight comp time and premium comp time. Advantage would currently require the use of multiple timesheet events to accomplish this. Advantage baseline FLSA processing uses a single comp time balance for the straight and the premium portions of the comp time accruals.	The County would like to continue this process of splitting the comp time into two buckets so that the employees don't get confused and have to determine on their own how much of the comp time accrual is due to premium.	05-12-06 APPROVED BY CCC 1. Modification: Modify Advantage FLSA processing to allow multiple comp time leave balances to be configured and tied to the various FLSA profiles, and modify the FLSA processing logic to split the accruals into these balances. (Note that this will affect the baseline FLSA processing and must also take into account the modification in FLSA_007 if approved.)

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_001	LT106 LT107 LT108 LT109 LT111 LT202 LT203	Y	The need to automate the Reconciliation of Leave Benefit Hours at year end.	<p>An internal interface does not modify Advantage baseline and will not adversely affect the ability to take future upgrades.</p> <p>The yearend reconciliation process is currently automated on CWTAPPS and affects 99,554 County employees.</p> <p>It involves the calculation of benefit hours and effects the creation of multiple transactions at yearend for all County employees.</p> <p>If this process is not automated, it would require the departmental payroll staff to perform these tasks manually which would result in a very labor intense effort and the chance of human error would be unacceptably high.</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>1.Internal interface to trigger the creation of leave documents on Advantage to perform the reconciliation of Leave Benefit hours at year-end and to load this information into Advantage in preparation of the new calendar year.</p>
LEAV_004	LT020 LT041 LT045 LT090	Y	The need to automate Retroactive Leave Accrual.	<p>An internal interface does not modify Advantage baseline and will not adversely affect the ability to take future upgrades.</p> <p>Retroactive Leave accrual is currently automated on CWTAPPS.</p> <p>If this functionality is not automated the risk of error would be exceptionally high and the impact would result in an incorrect restatement of Employee Leave Benefit hours.</p>	<p>03-27-06 - TO BE COSTED-OUT</p> <p>1. Modification. Modify Advantage to recalculate Leave Benefit hours whenever a retroactive job change occurs or a time card change occurs that affects a prior period. The recalculation of Leave Benefit hours would include the reversal of the original granting of benefit hours and the replacement of the new leave benefit accrual that resulted from the restatement of time.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_005	LT047 LT048 LT049 LT050 LT128 LT149	N	The need to automate the accrual of Holiday hours.	<p>An internal interface does not modify Advantage baseline and will not adversely affect the ability to take future upgrades.</p> <p>The accrual and usage of Holiday hours is currently automated on CWTAPPS.</p> <p>If this functionality is not automated the risk of error would be exceptionally high. There are numerous conditions that determine the eligibility of Holiday accrual and usage, passing this responsibility onto the payroll staff would impact their already heavy workload.</p>	<p>03-27-06 - TO BE COSTED-OUT</p> <p>1. Modification. Modify Advantage to create holiday accruals on a 'real time' basis as the timesheet is being processed so that the employee's eligibility (based on timesheet entries) can be assessed.</p> <p>Note: This has been costed out and the County has decided to keep it in the list of modifications approved for eHR.</p>
LEAV_006	LT115	Y	Payout of Leave Benefit hours at Termination:	<p>An internal interface does not modify Advantage baseline and will not adversely affect the ability to take future upgrades.</p> <p>Payout of Leave benefit hours at termination is currently automated on CWTAPPS.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Internal interface. Create an internal interface to trigger the automated payout of Leave benefit hours at the time of termination based on rules specified in the interface.</p>
LEAV_007	LT007	N	<p>The need to add a field that displays the number of Vacation and Non-Elective leave hours not yet eligible to be used.</p> <p>"Reserved Hours" field: Advantage does not have a field to serve as a holding place for accumulated leave benefit hours that are not yet available for the employees to use until the specified amount of L. A. County years of service requirements have been met.</p> <p>"Reserved Hours Adjustment" field: Advantage does not have a field which is used to perform an online adjustment to change or modify the "Reserved Hours".</p>	<p>Currently, the "Reserved Hours" field is supported by the established requirements for Vacation and Non-Elective Leave hours in the County Code.</p> <p>Reserved Hours field: Is used by Payroll clerks on a daily basis to assist in auditing the employees' leave balances.</p> <p>"Reserved Hours Adjustment" field is used to modify the "Reserved Hours" field when complying with special requests from Management.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>3. Internal Interface. Create an internal interface at the time the employee becomes eligible (instead of generating a future dated time slice) that would trigger the time slicing in option 2 automatically based on the employee start date and current leave policy.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_008	LT013 LT061 LT066 LT075 LT099 LT107 LT109 LT110 LT203	N	<p>The need to add individual fields that displays the activity of Leave Benefit hours such as Accrual, Used, Donated, Banked, Final Pay hours.</p> <p>Advantage must be able to track leave benefit accrual and usage hours separately, maintaining balances, maximums and minimums for each. Advantage baseline incorporates both accrual and usage to maintain a single available balance in the category.</p>	<p>CWTAPPS currently shows the activity of Leave Benefit hour in individual fields on the Employee Leave Balances online screen.</p> <p>The ability to have the summary of Leave Benefit activity readily available for payroll clerks will simplify discussions with employees who are questioning their available leave balances.</p> <p>The information from these fields is used in various systems calculations to derive at the value of the following:</p> <p>1) Current Year Available: for the proper usage of Non-Elective Leave hours</p> <p>2) Deferred Available: for the processing of prior year adjustments, the carryover and payout at year end of Vacation and CTO hours.</p> <p>3) Total Available hours</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification. Modify Advantage to support sub-balances - a further breakdown of the overall balance (Accrued, Used, Donated (donated to someone else, as well as donated from someone else), Banked, Buyback, Final Pay) so that sub-balances and their maximums and minimum amounts can be tracked and displayed in the LEAVM activity folder. Modify Advantage search capability in the LEAVM activity folder to also search on subcategory. Also modify the leave usage event setup on EVNT so that a user can designate which usage sub-balance an event belongs to. Additional reference pages may be needed to configure the new sub-balances - for example, the 'accrued' sub-balance has a maximum limit per year.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_009	LT075 LT101	N	<p>The need to add a "Next Year Used" hours field to track "Continuous Absence".</p> <p>CWTAPPS currently has a field to track "Next Year Used" hours. The field reflects hours that were used in the current year as a result of Continuous Absence that began in the previous year. The number of hours used in the new year reduces this new years' granting of Part Pay Sick hours. This field only appears for the Part Pay Sick earnings codes.</p> <p>Currently, tracking continuous absence crossing two calendar years is a manual process. The county would like this process to be automated.</p>	<p>The process of tracking Next Year Used hours is supported by the County code 6.20.060, Continuous Absence Due to Illness or Injury.</p> <p>Employees are granted a specific amount of Part Pay Sick on an annual basis. Providing this functionality will allow the employees to maximize the use of their Part Pay Sick benefit hours when taking off work continuously over one or two calendar years.</p>	<p>04-26-06 - APPROVED BY CCC</p> <p>04-06-06 - ISSUE TO BE REVISITED BY CCC Modification and Internal Interface. Grant Part Pay sick as needed through the use of a modification and internal interface.</p> <p>1. Modification and Internal Interface. When a user enters Part Pay sick, use baseline functionality to reject and report. a) Modify Advantage to create a trigger when a timesheet is rejected from the Part Pay Sick entry. b) Develop an internal interface to read the trigger and grant the part pay sick hours to the employee in an offline process that runs nightly. Implement a procedure that the timekeeper, proxy or whoever creates the timesheet clicks 'Validate' on the timesheet so that it rejects and writes to the appropriate tables to trigger the interface.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_010	LT044	Y	<p>The need to add additional Leave Benefit substitution earnings codes.</p> <p>Advantage supports CWTAPPS functionality of substituting Leave Benefit hours that are coded on the time card with other benefit hours when the balance of the original earnings code is not sufficient.</p> <p>However Advantage is limited to 5 substitution earnings codes. CWTAPPS current default functionality requires as many as 16 substitution earnings codes as in the case of Vacation.</p>	<p>The sequences of Leave Benefit defaulting follows established County policy and County Code provisions. It is a tool to ensure that employees first use those leave benefits they would possibly be most in danger of losing due to time constraints (use it or lose it).</p> <p>Advantage only allows 5 substitute leave types, which is not sufficient for County business. Currently, CWTAPPS has as many as 16 leave substitutions.</p> <p>For Example: When an employee enters 10 hours of Vacation, but does not have 10 hours of Vacation available for use, CWTAPPS will default to the following in a specified order:</p> <ol style="list-style-type: none"> 1. Non- Elective 2. Elective 3. Holiday 4. Compensatory Time 5. FLSA OT 6. Vacation in Lieu of 7. etc..... 	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification: Modify Advantage to increase the number of leave substitution values available for each LPET entry. If possible, these values will be removed from the current page and placed on a new reference table, which will accommodate a configurable number of entries (similar to the deduction include/exclude pages) in case the County increases the number of defaults allowed. The new reference tables will be tied to the leave event on the LPET table.</p>
LEAV_011	LT071	Y	<p>The need to allow leave substitution and the posting a secondary leave category when using Sick Personal Leave.</p> <p>Employees are allowed to use up to 9 sick personal days as long as there is a balance of regular sick hours greater than or equal to the number of sick personal hours used. When an employee uses sick personal, the balance of 100% sick leave is also reduced. The system must be able to default as needed to all types of 100% sick.</p>	<p>Processing the usage of Sick Personal leave is supported by the "Continuous Absence Due to Illness or Injury" provision as outlined in the County Code, section 6.20.30 and the Interpretative Manual.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification. Modify Advantage to allow leave substitution and secondary leave category tracking to be used on the same leave event. This will allow the County to track Sick Personal Leave and draw down another 100% sick leave balance simultaneously, while also allowing the leave usage event to be substituted by another sick leave balance, e.g. pre-71 sick, if the original one entered does not have enough hours to cover the leave usage entry.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_012	LT092 LT159 LT165	N	<p>The need to convert Leave Benefit hours when there is a change in Work Schedule.</p> <p>Employee's Work Schedules may change from a 56-hr to a 40-hr or the reverse (40-hr to a 56-hr). Currently CWTAPPS automatically converts leave balances when a work schedule changes in order to ensure that leave balances are proportionate to the new schedule.</p> <p>Although Advantage HRM supports changing a schedule code by changing the pay class, it does not automatically update leave balances to the proper amount proportionate to the schedule.</p> <p><u>Enhancement:</u> Currently this process is only performed when the scenario occurs in a current accrual period. The county would like the conversion process to be performed in prior accrual periods as well.</p>	<p>An internal interface does not modify Advantage baseline and will not adversely affect the ability to take future upgrades.</p> <p>Probation and Fire Department employees work 56-hour schedules. Work schedules change due to short term disability, jury duty or job changes within the department. As a result, Leave balances are adjusted proportionately to the new schedule.</p> <p>It is not recommended that departmental payroll staff perform this function manually. To do so would require the payroll staff to perform numerous calculations and have a detail knowledge of the various conversion factors.</p> <p>If this process is not automated, the Probation and Fire Department's employees will be negatively impacted.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Internal Interface and Modification. Modify advantage to create a trigger when the pay class changes between 56 and 40 hour schedules. Develop an internal interface to process the trigger during the payroll process and adjust the leave balances according to rules specified in the process.</p>
LEAV_013	LT088 LT089	Y	<p>The need to compare the number of Scheduled Work hours on the Time card to the number of Exempt Leave Hours used on a given day.</p>	<p>CWTAPPS has this functionality.</p> <p>Employees with an FLSA status of Exempt are eligible to use exempt leave. The number of hours used must be less then the number of hours they are scheduled to work.</p> <p>Not automating this functionality would leave the County at risk for excessive abuse of Exempt leave.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification. Modify Advantage to perform an edit to guarantee that the total number of exempt leave hours used on a given day is less than the number of hours the employee is scheduled to work. (Note: this must include defaulted exempt hours)</p>

#	Decision Log #	Baseline Y or N	Description of Issue/ Enhancement	Business Case	Solution
LEAVE					
LEAV_017	LT052	Y	<p>The need to increase the table size of earnings codes that are eligible towards the accrual of Leave Benefits.</p> <p>Advantage is limited to 20 earnings codes, which can be included (meaning only those entered are counted toward the hours total) or excluded (meaning that all entries except those entered are counted towards the hours total).</p> <p>Currently on CWTAPPS there are 70 earnings codes that are eligible towards the accrual of Leave Benefits. These earnings codes are listed on the Active Service Eligible Earnings Table, the TLAS screen.</p>		<p>04-26-06 - APPROVED BY CCC</p> <p>1. Modification Advantage to allow more than 20 earnings codes to be entered in the Include/Exclude Pay Events section of the Leave Policy Event (LPET) document.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_001	PAY-012 PAY-013 PAY-014 PAY-017 PAY-018 PAY-019 PAY-022 PAY-023 PAY-024 PAY-026 PAY-027 PAY-034 HR-037	Y	Advantage cannot replicate County Cafeteria Plans (Choices, Options, Flex and Megaflex) detailed in Title 5 of the County Code	<p>Many of the rules required by the Cafeteria plan documents cannot be supported with Advantage. These include:</p> <ol style="list-style-type: none"> 1. Add limited Cafeteria Plan Contributions to Pensionable Wages. 2. Limit the taxable cash benefits for employees that started participation prior to 1997 that have not signed a Waiver of Pensionability. 3. Enforce plan year Irrevocability of taxable and Nontaxable Benefit Elections. 4. Enforce forfeiture of unused Taxable or Nontaxable Benefits to the County 6 months after the close of the plan year. 5. Calculate, maintain, and display Cafeteria Plan Contribution amount and percent using algorithms. 6. Automate process to set up and calculate pretax/after-tax Life Insurance Premiums with one deduction that would be split to be pre-tax and after-tax. 7. Automate administration for starting and stopping of the Administrative Fee based on Cafeteria Plan participation. 8. Enforce an "8 Hour Test" before providing pay-period Cafeteria Benefits (will have to be further determined based upon semi-monthly pay cycle. 9. Auto administration of turning off Cafeteria Benefits the month after the month an employee becomes ineligible. 	<p>04-06-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to support a "True" Cafeteria Plan. Modify Advantage and/or develop processes to support business rules unique to the County's Cafeteria Plans. This may require a combination of Base Line Changes, Internal Interfaces and External interfaces with Logic.</p> <p>Note that the solutions for PAY_001, PAY_031, PAY_052, and PAY_056 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_002	PAY-036 PAY-037 PAY-039 PAY-040 PAY-041 PAY-042 PAY-043 PAY-044 PAY-045 PAY-046 PAY-047 PAY-048 PAY-050 PAY-051 PAY-052 PAY-053 PAY-054 PAY-056 PAY-058	N	Advantage cannot support several rules required by the County's Savings Plan document and Horizons Plan document.	Business rules and automated processes not supported by Advantage include: 1. Calculate the Savings and Horizons deduction base (IRC 415(c)(3) Compensation) to include the amount of an employee's Cafeteria Plan Contribution that could be received as taxable cash. This also requires only adding Cafeteria Plan contributions if the employee meets the "Cafeteria Plan 8 Hour Rule". 2. Calculate an employee's Savings Plan Match base to include Salary, Megaflex Contribution and selected Current Earnings (e.g., Transportation Allowance). Megaflex contribution is dependent of "Cafeteria Plan 8 Hour Rule". 3. Perform an automated process to Identify and limit the YTD base used to calculate and employee's Savings Plan deduction and Match as required by IRC for employees that became participants after 12/31/1995. 4. Limit the Savings and Horizons deductions to Taxable Wages.	04-06-06 – APPROVED BY CCC 1. Modify Advantage to support rules provide in the County's Plan Documents. This may require a combination of Base Line Changes, Internal Interfaces and External interfaces with Logic. Note that the solutions for PAY_002, PAY_006, and PAY_047 will be combined for design purposes.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_002 cont	see above	see above	see above	<p>5. Limit an employee's Savings Plan contributions (excluding age 50 catch-up), Employer, and After-Tax) as required by the IRC by the lesser of a dollar-limit (44K in 2006) or 100% of YTD 415(c) compensation.</p> <p>6. Limit Horizons Plan contributions (Employee and Match) to 100% of YTD 415(c) compensation as required by the IRC.</p> <p>7. Support the Savings Plan Annualized Matching Rule for an employee. This rule requires that the County YTD Contribution cannot exceed the Employee's YTD contribution unless - 1) the employee is at the Combined Low-Limit, or 2) the employee is at the Horizon Dollar Limit and has received the full Savings Plan contribution each previous payday within the year, or 3) the employee has reached the individual limits for Savings and Horizons plans. This rule also allows continuing a match if the employee inactive their payroll deduction.</p>	see above

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_002 cont	see above	see above	see above	<p>8. Support the Automatic "Pouring Over" of Horizons match into Savings Plan. This rule allows moving the Horizons match an employee is ineligible to receive due to a dollar limit into the Savings Plan. This is also coordinated with the Matching Rule above.</p> <p>9. Control limits for Accelerated Horizon including accounting for "Regular Horizons" Contribution made prior to changing to Accelerated Horizons.</p> <p>10. Verify eligibility prior to updating an employee with a deferred plan change.</p> <p>11. Support an automated administrative process to established an employee's Savings/Horizons "High-Limits" or "Combined Low limit" (\$8500), and process mid-year employee changes between limits. Mid-year changes includes accepting employees moving to the Combined Low-Limit after an employee has passed the \$8500, and setting the employee to the Combined Low-Limit at the beginning of a new plan year.</p>	see above
PAY_002 cont	see above	see above	see above	<p>12. Support an automated process to set the Horizons and Savings Plan to the applicable "High-Dollar Limit" based on employee's age(15K or 20K) at the end of the plan year. Also, update the limit if a birthdates correction would changes the limit.</p> <p>13. Automated administrative process to maintain an employee with change to an ineligible job as eligible for benefits until the month after the month of the change.</p>	see above

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_003	PAY-095 PAY-098	N	<p>Advantage cannot withhold a Retirement deduction as pretax, after-tax or combination of both based on earnings paid an employee on a payday.</p> <p>For the 3/15/2006 payday, 56,000 employees had pretax retirement deductions, 134 had after- tax deductions and 223 had a combination of both.</p>	<p>The County's Payroll System will automatically withhold an employee's Retirement Contribution as a pretax deduction, after-tax deduction, or combination of both depending on the type and amount of earnings available on a payday.</p> <p>Allowing an employee's retirement deduction to be taken from either taxable for nontaxable earnings maximizes and employee's opportunity to earn Retirement Service Credit during County employment. Retirement Service Credits are used to determine eligibility and the amount of retirement benefits.</p>	<p>04-06-06 – OPTION SELECTED BY CCC, BUT WITH ACTION ITEM TO VERIFY LAW</p> <p>1. Modify Advantage to support the current County practice.</p> <p>Note that the solutions for PAY_003 and PAY_019 will be combined for design purposes.</p>
PAY_004	PAY-096 PAY-097	N	<p>Advantage cannot replicate the calculation of the LACERA deduction base (Retirement Contribution Earnings Amounts or RCEA)</p>	<p>RCEA is the base used to calculate an employee's monthly retirement deduction and County Contribution, and represents pensionable earning. The RCEA calculation for current LACERA members is a vested right and would require a modification to the State Constitution to change.</p> <p>LACERA uses RCEA to determine an employee's Final Compensation. Final Compensation, along with Service Credits and Age will determine an employee's Monthly Retirement Allowance.</p> <p>The County's Payroll System determines how to RCEA based on whether an employee is monthly or non-monthly.</p> <p>If monthly, RCEA is calculated as: 1) Salary (prorated if multiple jobs are held in a pay period, 2) Limit Cafeteria Plan Contributions, and 3) other Pensionable earnings (e.g. Bilingual Bonus).</p> <p>If non-monthly RCEA is calculated as the total of pensionable earnings.</p>	<p>04-06-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to calculate RCEA as currently supported by the County's Payroll System via LA County-specific salary routine to properly calculate retirement base.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_005	PAY-016 PAY-178	N	The County's Insurance carriers (i.e., Health, Dental, Life, AD&D, and SIB), as provided under the current agreements, will not accept a partial premium payment, and Advantage will not stop a partial premium payment to carrier.	<p>1. When the County's Payroll System is not able to fully fund premiums paid through a Cafeteria Plan, the unused Cafeteria Contributions (County and Salary Reduction) are held in trust. A record of an employee's insurance plan and unused cafeteria contribution amount is maintained in Payroll, and reconciled back to the funds held in trust. The A-C will release an employee's contributions to an insurance carrier when notified by DHR that the outstanding premium balance has been collected from the employee. All used contributions not used to pay premiums are forfeited to the County at the end of the plan year (Co. Cd. title 5).</p> <p>2. A semi-monthly payroll will complicate premium payments if monthly premiums are spread between two paydays a month. An employee's premiums from the first payday will need to be accounted for and added to the second payday premiums before distribution to an insurance carrier can occur. In addition, control will be required to assure the distribution does not occur unless the employee's full premiums are collected.</p>	<p>04-26-06 – APPROVED BY CCC</p> <p>1. Develop an Internal Interface process to account for collected employee premiums and control that only an employee's full premium is paid to an Insurance Carrier. As part of this process, rules will need to be developed regarding collected but unpaid employee deductions. Requirements of this process will need to be coordinate with the DHR direct billing process.</p>
PAY_006	PAY-060 PAY-071 PAY-072 PAY-073	N	Advantage cannot replicate the County's automated Payroll processes to administer the business rules for starting and stopping employee participation in the Pension Savings Plan.	<p>The County's Payroll System eliminates manual processing (and cost) to control employee participation in the Pension Savings Plan.</p> <p>Advantage can support the Item and Item-Sub eligibility requirements, but cannot support the exception rules – LACERA participants and retired retirees are not eligible to participate.</p> <p>The Pension Savings Plan has 10,374 participants, 638+ rehired retiree exceptions and 279 LACERA participant exceptions.</p>	<p>04-26-04 – APPROVED BY CCC</p> <p>1. Develop an internal interface to automate business rule for starting and stopping employee Pension Savings Plan participation.</p> <p>Note that the solutions for PAY_002, PAY_006, and PAY_047 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_008	PAY-028	Y	Advantage cannot support the payroll practice of immediately switching an employee's Cafeteria Plan when a job change changes an employee's cafeteria plan.	The new payroll system should not automatically default an employee to a cafeteria plan. The County's practice, per CAO, is not consistent with the County Code. The County Code states an eligible employee becomes a participant of a new plan on the earlier of 1) the first day of the month following the month he completes the election procedure or 2) the first day of the month after 60(Megaflex)/90(Options) days.	04-26-06 – APPROVED BY CCC 2. Modify Advantage to support the current practice. (And change County Ordinance)
PAY_009	PAY-020	N	Advantage cannot support the business rule of calculating the rate used to determine an employee's monthly cost of Megaflex Elective Annual Leave (EAL) based on the rate for a day, number of days purchased and remaining paydays in the year.	EAL is a benefit provided under the Megaflex Cafeteria plan document and employee cost is dictated by County Code by referencing Election Information.	04-26-06 – APPROVED BY CCC 1. County Recommendation: Develop an external interface (with logic) to determine the EAL.
PAY_011	PAY-033 PAY-090	N	Advantage cannot support calculating Imputed Income for employees with Megaflex Survivor Income Benefits (SIB).	IRC requires employer paid group term life insurance (reduced by employee contributions) over 50k of benefits to be reported as taxable earnings. SIB is considered group term life insurance. The County's Payroll System supports the IRC requirement by using an algorithm to determine the present value of future survivor benefits using a "SIB Present Value Number" provided by the cafeteria plan TPA (Buck). The result is then used to determine the amount of imputed income using IRC Premiums Rate and rules. The imputed Income is then included in an employee's taxable earnings as part of each end-of-month payroll.	04-26-06 – APPROVED BY CCC 1. Develop internal and external interfaces to support a "SIB Present Value Number" and calculate the taxable value of the employer provided benefit.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_012	PAY-035	N	The Advantage calculation of Group Term Life Insurance premiums does not match the County's calculation and may result in a reduced premium.	<p>Calculation of Life Insurance premiums are documented within the agreement with CIGNA, and are provided for in the Cafeteria Plan communication material.</p> <p>In an extreme case, the difference in premiums can be as much as \$25, but is usually less than \$2.</p> <p>The difference is caused by the point of rounding when calculating an employee's benefit.</p> <p>The County determines Annual Salary, rounds up to the nearest thousands and then multiplies by the "Number Times Annual Salary".</p> <p>Advantages determines Annual Salary, multiplies by the "Number Times Annual Salary", and then rounds up to the nearest thousands.</p>	<p>04-26-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to calculate Group Term Life Insurance premiums to match the CIGNA Agreement.</p>
PAY_013	PAY-062	Y	Advantage will not accept a deduction rate of 100%.	The County allows the rate of 100% for the Savings Plan, Horizons Plan, Pension Savings Plan, Termination Pick-up Plan and Additional Retirement Contribution Plan (ARC)	<p>04-26-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to accept and store a rate of 100%.</p>
PAY_014	PAY-048 PAY-070 PAY-073 PAY-086 PAY-151 PAY-184	N	Advantage will not correct a benefit tied to a deduction (e.g., Horizons Plan Match tied to Horizons Plan Employee Deduction) when all or part of an employee's deduction is reversed to correct negative net pay.	<p>Several deductions provide for a "Tied" benefit, meaning the benefit is dependent on the amount of deduction taken from an employee's earnings. Benefits that are tied to a deduction and should either be reduced or not provided if the full employee deduction cannot be taken from earnings include:</p> <ul style="list-style-type: none"> - Savings Plan County Match - Horizons Plan County Match - Pension Savings Plan County Match - Health/Dental Subsidy and Buydown 	<p>04-26-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to correct a tied benefit when reversing the deduction.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_015	PAY-113	N	Advantage does not support limiting the annual payout of unused Elective Annual Leave (EAL) to pre-1997 Megaflex participants that have not signed a "Waiver of Pensionability".	<p>Megaflex participants are paid unused EAL in December each year as additional Cafeteria taxable Cash. As required by County Code and State Law, a pre-1997 Megaflex participant that has not signed a waiver is subject to a cap on cafeteria taxable cash.</p> <p>Capping of taxable cash was imposed by the Board of Supervisor to limit the pensionability of Cafeteria Plan benefits.</p>	04-26-06 – APPROVED BY CCC 1. Develop internal processes to limit the annual payout of unused EAL.
PAY_016	PAY-087 PAY-088 PAY-089 PAY-123 PAY-124 PAY-177 HR-200	Y	Advantage does not support automated retroactive processing of Deductions and Benefits.	<p>The County's Payroll System supports various levels of Automated processes to support retroactive correction to an employee's deductions and benefits. A fully automated process supports adjusting deductions and benefits that are directly affected by a retroactive salary increase provided to a group of employees with the Item Number(s). This process will adjust:</p> <ul style="list-style-type: none"> -Employee and Employer Retirement Contributions -Horizons Match -Savings Plan Match -Flex/Megaflex County Contribution (Subject to Limits) -Employee Charitable Contribution <p>A partially automated process (Cafeteria Adjustment Retirement System) is supported to simplify correcting benefits provided through a cafeteria plan. Additionally, administrative errors to employees deferred plan benefits and retroactive approval of workers compensation benefits requires the Auditor-Controller and DHR to support manual processes to adjust deferred plan contributions, retirement deductions, and cafeteria plan benefits. The A-C dedicates 5 fulltime employees to this effort. This is approximately the equivalent of 9.200 man-hours a year.</p>	04-26-06 – APPROVED BY CCC 1. Modify Advantage to support the County's requirements for providing retro-active adjustments to employee deductions and benefits. Note that the solutions for PAY_016 and PAY_017 will be combined for design purposes.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_017	PAY-029	N	Payroll processing requires reporting a large number of prior period changes to County benefits and insurance premiums. Advantage does not have a baseline method to support this need.	Each payroll, a large number of retroactive "corrections" to employee deductions and benefits (e.g. Retirement Contributions, Deferred Plan Contributions, and Insurance Premiums) are processed and reported to agencies. The County Payroll system provides both hard copy and electronic reporting of benefits, premium/deduction/match amounts and the retroactive period for the correction.	04-26-06 – APPROVED BY CCC Develop an external interface(s) to support reporting to agencies. Note that the solutions for PAY_016 and PAY_017 will be combined for design purposes.
PAY_019	PAY-068	N	Advantage does not support an automated process to separate an employee's Civic Center parking deduction into a pretax and after tax deduction	The County's Payroll System will automatically determine and withhold an employee's monthly Civic Center Parking Deduction as a pre-tax qualified parking allowance up to the amount allowed under IRC (132(f)). Payroll compares an employee's taxable earnings for a payday, IRC limit and monthly parking deduction amount. The lesser of the three amounts will be the pre-tax deduction for the payday. The balance of the monthly parking deduction over the pre-tax deduction is withheld as an after tax deduction.	04-26-06 – APPROVED BY CCC Modify Advantage to support a pretax Civic Center Parking program meeting the IRC. Note that the solutions for PAY_003 and PAY_019 will be combined for design purposes.
PAY_020	PAY-069	N	Advantage does not support the automated process of turning off an employee's Civic Center Parking Deduction and Traffic Mitigation Allowance when an employee transfers departments.	The County's Payroll System will immediately turn off the Parking Deduction and Allowance when employee transfers departments. Once transferred, the employee's new department is responsible for determining eligibility and establishing the deduction and allowance if appropriate.	04-26-06 – APPROVED BY CCC Develop an internal interface to shut off a Parking Deduction and Allowance when an employee transfers department.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_021	PAY-038 PAY-067 PAY-093 PAY-168 PAY-169	N	County Payroll requires a means to process and control thousands of payroll deduction transactions received from outside organizations (e.g., unions, credit unions and third party administrators) and county departments each pay cycle.	<p>Each pay cycle, the A-C receives thousands of deduction documents from outside originations and County departments that must be batched, and converted to electronic transactions. Approximately 3 thousand documents were processed for the April 15, 2006 payday.</p> <p>In addition, organizations (e.g., LACERA, Great West, Buck, and Local 660) transmit electronic files with thousands of payroll deduction transactions each pay cycle.</p> <p>Controls exist to assure the receipt of transactions, the validity of the information and a means for correcting errors.</p> <p>This process is supported by four Auditor-Controller employees, a data conversion vendor and the Payroll System.</p>	04-26-06 – APPROVED BY CCC Require all outside organizations to submit payroll deduction transactions via electronic media, and provide outside organizations a means for creating transactions meeting Advantage document format requirements.
PAY_024	PAY-099 PAY-111	Y	Advantage does not support mass updating percentage based deductions or flat deduction amounts.	<p>The County's Payroll System is used to mass update employee retirement rates when approved by the BOS. This is usually required after a LACERA actuarial study is completed. Additionally, the mass update process generates exception reports reviewed by LACERA.</p> <p>The County's Payroll System is used to mass update deductions expressed as flat amounts. A mass update can either add or subtract an amount from a deduction, or overlay a deduction amount. This function is used to support many types of deductions such as insurance premiums, union dues and employee organization contributions.</p>	04-26-06 – APPROVED BY CCC 1. Modify Advantages to support mass-updates. The County understands this is scheduled to be included in Advantage 3.7.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_025	PAY-108	Y	Advantage does not support automatically expiring prior year tax exempt W-4s and DE4s, or expiring prior year W-5s (Earned Income Credit) as required by the IRC.	As required by IRC, the County Payroll System will automatically "expire" an employee's W-4 or DE-4 claiming tax exempt each February if a new form(s) has not been filed for the new year. Similarly, the Payroll system will automatically expire an employee's prior year W-5 if a new form has not been filed.	04-26-06 – APPROVED BY CCC 1. Provide an internal interface to expire W-4s, DE4s and W-5s as required by the IRC.
PAY_026	PAY-091	N	Advantage does not support an automated administrative process that is required to maintain benefit deduction set-up to allow processing of Imputed Taxable Income on Group Term Life Insurance.	IRC requires employer paid group term life insurance (reduced by employee contributions) over 50k of benefits to be reported as Imputed Taxable Income. The County's Payroll supports the IRC requirements through an automate process. This process takes into account County and State provided life insurance (2K and 10K), pre-tax and after-tax life insurance premiums paid through cafeteria benefits, and two sets of rates used to determine employee premiums (Megaflex employees pay ½ the rate of other employees).	04-26-06 – APPROVED BY CCC 1. Develop internal and external interfaces to maintain the taxable value of Group Term Life Insurance.
PAY_027	PAY-117 PAY-118	Y	B of A requires differentiating a cancelled from a stopped warrant. Advantage does not differentiate and reflects both as a cancellation.	Banking requirements dictate that Cancelled and Stopped warrants be uniquely identified.	04-26-06 – APPROVED BY CCC Change Advantage by adding new values to the Check Status drop down for Redeposit-Stopped and Redeposit-Cancelled.
PAY_028	PAY-131	Y	Advantage does not fully support processing of California Child Support Withholding Orders.	California Child Support Withholding Orders must be processed under California State Law. California state law provides for orders that require a combination of a fixed amount and percentage of earnings, or a percentage of earnings over a fixed amount. California Child Support Withholding Orders are supported by the County's Payroll System.	04-26-06 – APPROVED BY CCC 1. Modify Advantage to fully support California Child Support Orders.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_029	PAY-136 PAY-137	N	<p>Advantage does not support automated processing of the administrative fee required by an Earnings Withholding Order (garnishment) when the Sheriff's Department is the Levying Officer.</p>	<p>Section 26746 of the California Government Code requires the Sheriff's Department to assess a \$10 processing fee for each disbursement of monies collected. The fee is to be collected from the debtor (employee) in addition to, and in the same manner as, the monies collected under the garnishment.</p> <p>The County Payroll System fully automates the tracking, collection and distribution of the processing fee. 500 Sheriffs garnishments were processed against the April 14, 2006 payday.</p>	<p>04-26-06 – TO BE REVISITED 05-08-06 - APPROVED BY CCC</p> <p>Modify Advantage to fully automate processing of the required Sheriff Department Processing fee which is added to the goal amount when garnishment is withheld.</p>
PAY_030	PAY-133 PAY-134 PAY-135	N	<p>Advantage does not support printing both the creditor and employee name on the creditor's garnishment check.</p> <p>In addition, Advantage does not support printing the Collection Date (same as payroll issue date) on the check stub of a Child Support withholding order.</p>	<p>County Payroll garnishment processing supports making garnishment checks payable to the Creditor or Employee. This allows a creditors check to be given to the employee when a garnishment release is received prior to distribution of the check to the creditor. Dozens of releases are handled this way each month.</p> <p>County Payroll prints the Payroll Issue date on the check stub as the Collection Date as required by Federal Law.</p>	<p>04-26-06 – APPROVED BY CCC</p> <p>Modify Advantage garnishments checks payable to the Creditor or Employees, and print the pay date on the stub of a Child Support withholding order.</p>
PAY_031	PAY-149 PAY-150 PAY-157	Y	<p>Advantage does not support requiring an employee to be in a "pay-status" for at least 8 hours (8-hour test) in the prior month to receive a "Health Insurance Subsidy".</p> <p>Advantage does not support allowing for an 8-hour test before providing a Health Insurance Buy-down.</p>	<p>Fringe benefit MOUs (Health Insurance for Non-Student Part-Time Employees) and County Code (5.36) requires an employee to be in a pay-status for at least 8 hours on an eligible Item-Sub to receive a Health Insurance Subsidy.</p> <p>MOUs and County Code require an employee to be in a pay-status for at least 8 hours on an eligible Item-Sub to receive a Buydown towards premiums of a County Sponsored Medical Plan offered to represented employees.</p>	<p>04-26-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to support a "Pay-Status Hours Test" when providing a Health Insurance Subsidy or Buydown to an employee. This is similar to the cafeteria plan requirement.</p> <p>Note that the solutions for PAY_001, PAY_031, PAY_052, and PAY_056 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_033	PAY-147 PAY-164 PAY-167	N	Advantage does not support the automated process of recovering outstanding balances owed by an employee to the County when the employee terminates.	The County's Payroll system will automatically try and recover against all payments the balance of amounts owed the County (e.g., overpayment recovery deductions, vacation advances, ESA) when an employee terminates.	04-26-06 – APPROVED BY CCC 1. Develop an internal interface to setup full recovery of amounts owed the County once an employee is identified as terminated.
PAY_034	PAY-165 PAY-166	N	Advantage does not support a function to screen supplemental payments for the possible need to withhold insurance premiums, garnishments and "County" deductions.	When an employee is to be paid earnings through a supplemental payroll, a reporting process identifies various employee deductions (e.g., Insurance Deductions, Chapter 13, Rent, and O/P Recovery) not taken from an employee's earnings in the previous regular pay-cycle, and employees subject to garnishment or child support withholding orders. A-C payroll staff will analyze reports and withhold deductions, garnishment and child support order from the supplemental payments if required.	04-26-06 – APPROVED BY CCC 1. Modify Advantage to screen supplemental payments to allow determining if a deduction; garnishment or child support should be withheld.
PAY_037	PAY-186 PAY-188	N	The W-2 forms from baseline Advantage do not match the W-2s generated by the County.	The County contracts for the printing and mailing of year-end W-2s forms. About 105k W-2s are generated each year. Duplicate W-2s are generated by the County as needed. Information on the front of W-2s has been "customized" to match reporting of earnings, taxes and benefits specific to county employees, and Information not relevant to employees (e.g., Social Security Tips, Allocated Tips, Local Wages and Locality Name) is not included. The County has also included benefit information (e.g., Deferred Retirement, Health Care Benefits and Flex Reduction) of interest to employees. The County has also customized the information and instructions on the back side of the W-2s by eliminating notices and instructions that do not pertain to our employees.	04-26-06 – APPROVED BY CCC 1. County continue contracting out the printing of Year-End W-2s. Implement an interface process that will allow employees and department to view and download the W-2s through employee self-service. The W-2s will have to be customized in Advantage as well for corrections.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_038	PAY-057 PAY-074 PAY-174	N	<p>The County's Payroll System has been designed to control employee deductions for Termination Pick-up Plan (TPP), Savings Plan Termination Pick-up Contributions (TPC), and Additional Retirement Credit (Only ARC purchased with termination pay) so that they are not withheld from termination pay if an employee's termination is less than 90 days from the associated agreement's execution date; and to not apply the 90 day rule if the employee is deceased.</p> <p>The County is in the process of obtaining a Private Letter Ruling from the IRS that these contributions qualify as pre-tax under the IRC. A verbal notification has been received indicating the plans may not be allowed.</p>	<p>TPP and TPC are documented in Title 5 of the County Code, and ARC is provided under Section 31485.7 of the California Government Code.</p> <p>The employee agreements for TPP, TPC, and ARC (using termination pay) requires the agreement to be executed at least 90 days (90 day rule) prior to termination unless the employee is deceased.</p> <p>The County Payroll System assures the 90 day requirement is met by storing the date an employee signed an agreement, and comparing this to the employee's termination date. If 90 days has not passed between the two dates, the deductions are not withheld from termination pay.</p>	<p>05-08-06 APPROVED BY CCC</p> <p>1. If Advantage is required to support TPP, TPC and termination pay ARC; provide an interface with logic to control the 90 day rule.</p>
PAY_039	PAY-077	N	<p>Advantage does not support the County's definition of Salary required to determine several County payroll benefits and employee deductions.</p>	<p>Several County benefits and deductions (e.g., Retirement, Horizons/Savings Plan Match, MegaFlex/Flex Contributions, Life Insurance Premiums, SIB premiums, and Charitable Contributions) require the use of "Salary" in the calculation. For this purpose, an employee's salary is the total of the salary provided in the salary ordinance or MOU for the employee's Item Numbers, dollar amount of schedule-level/percent bonuses (e.g., out-of-class and additional responsibility), and some dollar bonuses (e.g., Superior-Subordinate pay).</p>	<p>05-08-06 APPROVED BY CCC</p> <p>1. Modify Advantage to calculate a Salary that will include an employee's salary rate plus other bonus rates need to determine benefits and deductions.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_042	PAY-069	N	<p>Advantage does not support an automated administrative process to stop payroll deductions, benefits and Tax Filing Status when an employee terminates.</p>	<p>When an employee terminates service, the County's Payroll System will stop an employee's deductions, benefits (e.g. Cafeteria Plan, Retirement, Deferred Plan Match), and Tax Filing Status based on polices and business rules.</p> <p>Some deductions and benefits, and Tax Status remain active for processing against an employee's final payment of earnings (Examples - Deferred Plan, Insurance Benefits, Fed/State/HI Taxes) and then stopped; and others are immediately stopped.</p> <p>If an employee returns to County service, the employee is required to sign-up for deductions and benefits, and file new tax withholding forms.</p> <p>Advantage requires manual entry to stop deductions, benefits and tax filing status when an employee terminates. If not stopped, all remain active and will 'startup if an employee is rehired.</p>	<p>05-08-06 APPROVED BY CCC</p> <p>1. Develop an internal interface to support County business rules for stopping deductions, benefits and tax filing status upon termination.</p> <p>Coordinate with other personnel events (e.g., Job Changes, Department Transfers) requiring the starting and stopping of employee deductions and benefits (e.g., Deferred Plans, Cafeteria Benefits, Civic Center parking).</p>
PAY_043	PAY-114	N	<p>Because of volume and customization of format, the County uses a third party administrator to print employee pay-statements.</p> <p>Furthermore, several differences were noted between the County's pay-statements and the baseline Advantage pay-statements.</p>	<p>The county has contracted out the printing of pay-statements to accommodate the use of special size paper, and control of the printing process, and need to support providing special notes with pay-statements.</p> <p>Advantage pay-statement does not show YTD Earnings per pay event, separate imputed income from earnings, state additional exemptions and Cafeteria Plan data.</p>	<p>05-08-06 APPROVED BY CCC</p> <p>1. Continue to use a TPA to print pay-statements and modify check-file output to include the YTD earnings per pay event.</p>
PAY_046	FL-022	N	<p>Premium Overtime for the first 10 hours of overtime paid to a fire fighter assigned to a platoon schedule (eight 24 hour shifts in 24 days – 192 hours) is pensionable.</p>	<p>FLSA requires scheduled hours over 182 in an FLSA period for a fire fighter to be paid at time and one-half of an employee's regular pay rate. Venture requires the premium payment of the 183 thru 192 hours (part of regular platoon schedule) to be included as pensionable earnings.</p>	<p>05-08-06 APPROVED BY CCC</p> <p>1. Create an internal interface to identify a pensionable OT premium payment and report as pension earnings in gross-to-net processing.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_047	PAY-36 thru PAY-58	N	This should have been included with deferred plans. Advantage cannot support several rules required by the County's Savings Plan document and Horizons Plan document	14. Support reporting Horizons Match Totals by employee groups (County Rep, County Non-Rep, Court, and LACERA) to allow limiting/stopping the match to Represented Employees as provided in Fringe MOUs. 15. Allow reducing and stopping the Horizons Match to support the YTD dollar cap on match for County Represented employees.	05-08-06 APPROVED BY CCC 1. Modify Advantage to support rules provide in the County's Plan Documents. This may require a combination of Base Line Changes, Internal Interfaces and External interfaces with Logic Note that the solutions for PAY_002, PAY_006, and PAY_047 will be combined for design purposes.
PAY_049	PAY-126	Y	County would like to have an automated W2C generated when corrections change an employee's prior year W2 information.	This would reduce manual processing of 100's W-2C each year. This is currently a manual process.	05-08-06 APPROVED BY CCC 1. Utilize Advantage to support an automated process to generate W2Cs. This may be included with the approved recommendation to support retro active deduction and benefit processing.
PAY_052	PAY-190	Y	LACERA has requested that Advantage support a deduction balance amount over \$99,999.99.	The County's Payroll System and Advantage both support a deduction balance amount (a.k.a. Goal or Limit amount) used to limit the total amount of a deduction taken over multiple paydays. Advantage limits this amount to \$99,999.99. A Goal amount for retirement deductions (e.g., ARC, Transferring from E to D, buying prior service credit) is frequently in the 100's of thousands of dollars.	05-12-06 APPROVED BY CCC 1. Modify Advantage to support a goal amount of \$999,999.99. Note that the solutions for PAY_001, PAY_031, PAY_052, and PAY_056 will be combined for design purposes.
PAY_054	PAY-192	N	Advantage will provide the opportunity to decentralize capturing and maintaining "County Payroll Deductions" (e.g., Civic Center Parking, Rent, Maintenance, Charitable Contributions) to departments.	The Auditor-Controller uses a data conversion vendor to support a majority of the effort to generate electronic transactions from paper payroll documents used to create, update and delete employee deductions. Advancements in technology are making the business of data conversion obsolete.	05-12-06 APPROVED BY CCC 1. Decentralize maintenance of "County Payroll Deductions" to departments, and clone the Advantage MISC screen (deductions) to limit a department's access to specific deductions.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_055	PAY-193	Y	<p>Advantage does not support the creations of "non-restricted" Earnings Code (pay events in Advantage). These are earnings codes that can be applicable to any employee regardless of Item and/or Item-Sub. Non-restricted earnings codes are provided for in CWTAPPS.</p>	<p>Advantage will require all earnings codes to be linked to Pay-Policies, which in turn will be linked to item/ item-sub combinations. This can require a great number of manual hours of table setup during implementation and after implementation.</p> <p>Pay-Policies are used by advantage to control earnings codes applicable to Item/Item-sub combinations.</p> <p>It is not know how may Pay-Policies and Pay-Events would be needed (this would be determined in implementation), but the number could well be into the numbers or even thousands.</p> <p>The County supports 171 "Non-restricted" earnings codes. Eleven non-restricted earnings codes were established within the last 12 months. It is anticipated that these number would increase with Advantage.</p>	<p>05-12-06 APPROVED BY CCC</p> <p>1. Modify Advantage to support Non-restricted Pay Events similar to Non-restricted Deductions currently supported by Advantage.</p> <p>NOTE: This replaces the solution originally approved in COMP_017.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL					
PAY_056	PAY-194	Y	<p>Advantage will need to provide payroll benefits (Cafeteria plan contribution, Medical/Dental Subsidy, Medical/Dental Buydown) required by the Family Medical Leave Act (FMLA) and California Family Rights Act (CFRA).</p> <p>This is an issue needing to be addressed as a part of the Cafeteria Plan Benefits modification, as well as medical and subsidy buydown modification.</p>	<p>The County Payroll System supports the following rules when an employee qualifies for leave under FMLA or CFRA and does not qualify for County benefits because he/she did not meet the qualifying "8 hour Pay-Status Rule":</p> <p>For employees enrolled in a Cafeteria Plan, limit the Cafeteria Plan County Contribution to the employee's portion of Medical Insurance Premiums, Dental Insurance Premiums and Health Care Spending Reimbursement Account.</p> <p>For employees not enrolled in a Cafeteria plan, provide a Medical subsidy towards premiums (This would be extended to a subsidy for Dental premiums if offered in the future).</p> <p>For all employees, provide a Medical Buydown and Dental buydown if provided by the plan.</p>	<p>05-24-06 – APPROVED BY CCC</p> <p>1. Modify Advantage to support providing payroll benefits for both Cafeteria Plans and non-Cafeteria Plans as required by FMLA and CFRA.</p> <p>Note that the solutions for PAY_001, PAY_031, PAY_052, and PAY_056 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL ACCOUNTING MANAGEMENT					
PAM_001	PAM-020	N	<p>Advantage HRM does not have the functionality to assign Department Objects based on the following:</p> <ol style="list-style-type: none"> 1. Department (i.e HS) 2. Earnings/Deduction Code (i.e 099) 3. Fiscal Year of Earnings (C=Current, P=Previous) 4. Permanent or Temporary Employee (P=Permanent, T= Temporary) 5. Item Number 	<p>Currently, Health Services and Parks & Recreation utilize Department Objects instead of Countywide Objects for Salary and Employee Benefit expenditures. With the implementation of eCAPS Financials, CWPAY was modified to assign Department Objects.</p>	<p>04-17-06 - APPROVED BY CCC</p> <p>1. Modification - A new table will be developed (Accounting Overrides Profile) which will specify the department object per department/unit/title/sub-title to be posted per event/deduction. The PAM process will post to the right accounting stream based on the use of this table.</p> <p>Note that the solutions for PAM_001, PAM_001A, PAM_001B, and PAM_001C will be combined for design purposes.</p>
PAM_001A	PAM-004	N	<p>Advantage HRM does not have the functionality to utilize a different Object of expenditure for earnings accrued for a prior fiscal year.</p>	<p>Currently, CWPAY assigns a different Object of expenditure for earnings accrued for the prior fiscal year.</p> <p>For example, if regular earnings was for a prior fiscal year, it is expensed to 1351 and if it is for current fiscal year, it is expensed to 1011</p>	<p>04-17-06 - APPROVED BY CCC</p> <p>1. Modification - A new table will be developed (Accounting Overrides Profile) which will specify all COA elements per department/unit/title/sub-title to be posted per event. As each record has a From-date and To-date, the object for current or prior year is determined. The PAM process will post to the right accounting stream using this table.</p> <p>Note that the solutions for PAM_001, PAM_001A, PAM_001B, and PAM_001C will be combined for design purposes.</p>
PAM_001B	PAM-006	N	<p>Advantage HRM does not have the functionality to utilize a different Object of expenditure for earnings for temporary employees without the creation of unique pay events.</p>	<p>Currently, CWPAY assigns a different Object of expenditure for earnings accrued for temporary employees.</p> <p>For example, regular earnings for monthly employees are expensed to 1011, while non- monthly employees are expensed to 1061.</p>	<p>04-17-06 - APPROVED BY CCC</p> <p>1. Modification - A new table will be developed (Accounting Overrides Profile) which will specify all COA elements per department/unit/title/sub-title to be posted per event. As each record has a From-date and To-date, the object for monthly or hourly is determined. The PAM process will post to the right accounting stream using this table.</p> <p>Note that the solutions for PAM_001, PAM_001A, PAM_001B, and PAM_001C will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL ACCOUNTING MANAGEMENT					
PAM_001C	PAM-008	N	Advantage HRM does not have the functionality to differentiate the funding for State provided Superior Court Judges benefits without the creation of unique benefit types and plans	Funding to pay for State provided Superior Court Judges salary and employee benefits are expensed to the Superior Court. However, other County provided benefits (Savings Plan County Contributions, Buy-downs, etc) are paid out of the County's General Fund.	04-17-06 - APPROVED BY CCC 1. Modification - A new table will be developed (Accounting Overrides Profile) which will specify all COA elements per department/unit/title/sub-title to be posted per benefit type/plan. As each record has a From-date and To-date, the COA element for the benefit type/plan is determined. The PAM process will post to the right accounting stream using this table. Note that the solutions for PAM_001, PAM_001A, PAM_001B, and PAM_001C will be combined for design purposes.
PAM_003	PAM-018	Y	Doc ID in eCAPS is 11 digits and in HRM it is 20.	Payroll Accounting Management (PAM) will generate payroll documents to be loaded into eCAPS. HRM has the Doc ID length defaulted as 20. The Doc ID for PAM documents should match in length between the 2 applications. One concern is that the remaining HRM documents will be 20 and PAM documents will be 11 which may cause problems for future upgrades / interfaces.	04-06-06 - ISSUE TO BE REVISITED BY CCC - later approved 1. Configuration + Modification - Configure the automatic document numbering process to use 11 digits on all PAM documents (these are PREXP, PRLIA, PRLVP, PRLNP, PRLID, PRLCE, PRLLL, PREXC), and device a naming convention to prefix the Doc ID to prevent duplicates if the maximum of 11 digits is reached. A prefix could be current fiscal year 06, etc. An offline process can be created to add the prefixes in an automated fashion. This offline process will be executed as part of the payroll cycle before Payroll Accounting Management at the start of the fiscal year. All non-PAM HRM documents will remain at 20.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL ACCOUNTING MANAGEMENT					
PAM_004	PAM-047	N	The pick-list for Unit should only show classified units.	When setting up Units within Departments at the position, employee, or the timesheet level, all unclassified Units should not be displayed for employees to select. Selection of unclassified Units in Advantage HRM, especially on the timesheet will result in numerous corrections in eCAPS Financials.	05-01-06 - APPROVED BY CCC 1. Modification (eCAPS and eHR) - The Unit tables (on eCAPS and eHR) will be modified to have a display-flag. In eHR, logic will be added to all documents where the Unit table is allowed to be entered. Logic will use the display-flag to list and to allow processing of classified units ONLY. Note for eCAPS: this approach requires a one-time update to the Unit table to set the new flag to false to all non-classified units, and manual maintenance thereafter whenever a new unit is added/changed.
PAM_005	PAM-003	Y	Advantage HRM does not have the functionality to post Net Pay to more than one Balance Sheet Account, which is a requirement established by Accounting.	Currently, the County differentiates postings of Net Pay to either a warrant or direct deposit Balance Sheet Account, for the purpose of performing bank reconciliations. In Advantage HRM, the Net Pay (PRLNP) financial document can only be posted to one Balance Sheet Account (i.e. 7515 or 7514).	04-06-06 - APPROVED BY CCC 1. Modification + Policy Change - Post to the same BSA account. Automatically JV the monies to the 2nd BSA account. This is estimated to be ONE JV per payroll run.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL ACCOUNTING MANAGEMENT					
PAM_006	PAM-024	N	<p>Advantage HRM does not have the functionality to indicate the scheduled date for payments to Agencies (i.e. Kaiser, Cigna, Delta Dental, etc.) but utilizes the Vendor Customer table indicators in eCAPS. Advantage HRM creates the Payroll Vendor Payment (PRLVP) without a scheduled payment date, resulting in the automatic disbursement of payments during the next "Nightly Cycle" run if the "Scheduled Payment Date" on the Vendor/Customer page is not indicated.</p>	<p>Currently, the County maintains an Agency Payment System, which interfaces with eCAPS Financials to create trust warrants to several Agencies such as medical, dental and credit unions.</p> <p>The Agency Payment System tracks the recurring scheduled payment dates based on a contract negotiated by the Agency. Some Agencies are paid two times a month, while others are paid once a month. The 9 Agencies that receive payments two times a month are:</p> <ol style="list-style-type: none"> 1) SAFEGUARD DENTAL PLAN, INC 2) DELTA CARE 3) DELTA DENTAL PLAN OF CALIFORNIA 4) KAISER 5) PACIFICARE 6) ALADS 7) LA COUNTY FIRE FIGHTERS 8) ALADS PORF 9) CIGNA MEDICAL 	<p>05-08-06 - APPROVED BY CCC</p> <p>1. Modification - Modify Advantage HRM to</p> <ul style="list-style-type: none"> - add a new date (Vendor Payable Date) for each deduction plan. - add logic to set this new date. - set the Payroll Vendor Payment scheduled payment date to this new date.
PAM_006A	PAM-023	N	<p>Advantage HRM does not have the functionality to create advance payments (i.e. 90% on the 1st) and pay the remaining balance (on the 25th) to the Agencies.</p>	<p>Currently, the County has contracts with several insurance carriers for provision of negotiated employee benefits. Currently deductions are taken on a monthly basis in and for the same month as coverage. Under contract provisions, the County pays insurance carriers 90% of the estimated insurance premiums, on the 1st of the month, and the balance is paid on the 25th of the month, based on actual premiums deducted from employee paychecks on the 15th of the month.</p>	<p>05-08-06 APPROVED BY CCC</p> <p>1. Modification - Modify Advantage HRM to create a report and internal interface to calculate and create an advance payment on the 1st with the ability to pay the remainder on the 25th of the month.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL ACCOUNTING MANAGEMENT					
PAM_007	PAM-026	N	Advantage HRM does not have the functionality to create a negative deduction for the retirement salary routine to decrement the County's retirement contributions for a given period.	<p>Currently, LACERA is holding an Excess Earnings Reserve for the County. Each fiscal year, the county utilizes this reserve in lieu of sending employer retirement contributions for selected months to LACERA.</p> <p>CWPAY maintains the start and stop dates in which the County decides not to use the County Contribution Credit Reserve (CCCR). This program creates a negative deduction for the period between the start and stop dates to decrement the CCCR. The CCCR is always used for Superior Court employees, while it is never used for LACERA employees.</p> <p>This modification was requested by Auditor Controller in conjunction with CAO Finance.</p>	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Manual Procedure + Modification</p> <p>- Procedure: Update the applicable LACERA deduction plans and pay events (maximum 6) with the new start/stop dates.</p> <p>- Procedure: Update the applicable LACERA deduction plans and pay events to allow for negative fringe pay events and negative fringe deductions.</p> <p>- Modification: Modify Advantage to allow calculations of negative fringe pay events and negative fringe deductions.</p>
PAM_009	PAM-019	N	The Unit field in HRM is 4 bytes long and in ECAPS it is 5 bytes long.	Advantage HRM and ECAPS are sharing the same set of database tables which contain the field Unit. This field must be the same size in order for both systems to be integrated.	<p>04-06-06 - APPROVED BY CCC</p> <p>1. Modification - Modify Advantage HRM database tables to increase the size from 4 to 5.</p>
PAM_010	PAM-002	N	Advantage HRM does not have the functionality to post Deductions as Revenue.	Certain deductions such as Rent and Maintenance are posted as revenue to the department. CWPAY currently has the process to create accounting transactions for deductions that are considered as revenue.	<p>04-17-06 - APPROVED BY CCC</p> <p>1. Modification - Modify Advantage to create a new PAM document (PRREV) to post the Revenue correctly in eCAPS.</p>
PAM_011	PAM-002	N	The movement from the Operating Funds to the Clearing Fund must occur on Payday. Advantage HRM performs this process prior to payday.	Currently, CWPAY submits the Journal Voucher Payroll (JVPR) to eCAPS Financials on payday, which performs the movement from the Operating Funds to the Clearing Fund. This modification is requested from Auditor Controller, Accounting Division.	<p>05-01-06 - APPROVED BY CCC</p> <p>1. Modification - Modify Advantage HRM to move the funds on payday.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PAYROLL ACCOUNTING MANAGEMENT					
PAM_016	PAM-053	N	Advantage HRM will post "actual" costs to eCAPS Financials as part of the Payroll Accounting process when cost allocation information is entered at a timesheet level.	Currently, CWPAY performs allocation of dollars to hours (LBEQ) interfaced to eCAPS used for Cost Accounting. This LBEQ document is used to capture "standard" or "actual" costs. CWPAY also submits the JVPR document blanking out the Cost Accounting elements (Project, Phase, etc.).	05-15-06 - APPROVED BY CCC 1. Modification - Create a program to update the LBED table based on cost accounting indicator by Project. All elements of the Chart of Accounts except Dept/Fund will be allowed. Dept/Fund will be allowed to be overridden only for those authorized on the DEPTX table.
PAM_017	PAM-054	N	A payroll deduction in Advantage HRM is created as a liability on a PRLIA document. The deduction for an auto lease currently posts a credit to an expenditure.	Currently, certain deductions (i.e. Auto Lease, etc.) are posted as a credit to an expenditure.	1. Modification - Create a new coded value list and document to post to eCAPS to credit the liability as a credit to an expense.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_001	HR-020 HR-061	N	In CWTAPPS probationary lengths are setup at the item level. This setup allows probationary dates to be inferred and automatically populated for all personnel actions requiring the service of a probationary period. Advantage HRM does not automatically populate probationary dates (probation start and end date) because Advantage HRM does not tie probationary lengths to Titles/Items thus probationary dates must be manually entered into the system for all personnel actions requiring the service of a probationary period. The probation start date and end dates can be mandatory fields on the Employee Status Maintenance document (ESMT) in the baseline version.	Current County system functionality is automated to prevent human error. To require this information to be entered manually is a step backward. Even though it may take a few seconds to enter this information manually, if someone were to multiply this activity in the thousands he/she would understand the amount of extra time needed to perform a task that is already automated. Ultimately, a manual process will require additional man hours and possible bodies thus reducing the cost savings and efficiency of using a new personnel/payroll system.	03-27-06 - APPROVED BY CCC 1. Modify Advantage HRM to assign probationary lengths at the Title/Item level eliminating the need for manual entry. The probation start date and end dates can be mandatory fields in the baseline on the Employee Status Maintenance document (ESMT). The automatic process would eliminate the clerks having to do the probation period dates entries as the manual validations. This manual alternative will leave open the possibility of human errors.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_002	HR-053	N	<p>There are two types of salary in the County: "Grid Salary" and "Calculated Salary" -- Both can be seen at the employee level in the current CWTAPPS system. County wants Advantage to have function where they can see the Calculated salary as well as the Grid Salary (Calculated salary= Grid Salary+ Bonus) and the "Grid Salary".</p> <p>In Advantage there is functionality to view the "Grid salary" or base salary on the Employee Verification Screen (QVER). "Grid Salary" is expressed as an annual figure on Employee Verification Screen (QVER), as well as in the "pay rate" format options on the "amount basis id."</p> <p>There is no field for Calculated Salary in Advantage. Only certain bonuses get included in the "Calculated Salary". The bonuses that should get included in the calculated salary need to be identified to come up with the "Calculated Salary".</p> <p>An issue was raised in Compensation to add the monthly salary at the employee level. This will be an extension of that issue.(see EIP_COMP_016)</p>	<p>Currently CWTAPPS displays employee's monthly calculated salary which includes certain base bonuses. The bonus amounts are displayed separately from the base salary, but are combined and displayed in the calculated salary. The bonus and base salary can be view thru a pop-up window and thru the JBON screen.</p> <p>The county needs to continue with the same functionality to ensure the proper step placement for lateral transfers and promotions thus, avoiding potential under/overpayments.</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>2. System Modification: an employee level display of grid salary and calculated on the system. Modify system to put current salary at employee level on Employee Verification page (QVER) in Advantage. Currently the base salary is expressed as an annual figure on QVER, as well as in the "pay rate" format options on the "amount basis id." Base salary plus bonuses need to be displayed at employee level which will be the Calculated Salary. We will need to identify what bonuses should be included in calculated salary to do this modification.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
			If an employee has a continuous service date, terminates from County service, and then returns, the Advantage system should automatically populate the continuous service date with the day of the employee's return to the eligible item sub. For purposes of reemployment, the Continuous Service Date will be modifiable as appropriate		
PADMIN_005	HR-062 HR-065 HR-067 HR-068 HR-069 HR-070 HR-106 HR-107 HR-174 HR-223	N	Current County system functionality allows for the tracking of various employee-related dates. The County would like placeholders for the following dates so that they are quickly and easily identifiable: Continuous Service Date, On Item Date, On Grade/Range Date, Service Award Base Date, Next Service Award Date, Department Service Award Base Date, Next Department Service Award Date, Job Appointment Date, Original in Department Date, Latest in Department Date. Furthermore, the County requests the following functionality for the Continuous Service Date: When an employee is appointed to an item in the following subs for the first time, A, B, D, K, L, M, N, & O through Z, Advantage should automatically populate the Continuous Service Date.. Should the employee continue in County service and move to another one of the aforementioned item subs the Continuous Service Date will not be affected.	Current County policy, workforce reduction process, service recognition programs in the Sheriff's department, the service award program as described by the County Code, and benefits requirements, have necessitated the tracking of various employee dates.	4-10-06 - APPROVED BY CCC 2. Modify Advantage HRM by providing place holders for all dates requested. Continuous Service Date will be added to the system but not with the functionality requested.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_005 cont.	see above	see above	However, should the employee move to a primary job where the item sub is not one of those mentioned above then Advantage should wipe out the Continuous Service Date. Also, when an employee moves from a non-eligible sub, for example sub G, to an eligible sub, e.g. sub A, Advantage should automatically populate the continuous service date to the first day the employee was appointed to the item on sub A. If an employee has a continuous service date, terminates from County service, and then returns, the system should allow the employee's original Continuous Service Date to be reinstated. For purposes of reemployment, the Continuous Service Date should be modifiable as appropriate. Advantage does not have a place holder for certain key dates that are currently in CWTAPPS system.	see above	see above
PADMIN_010	HR-173	N	The County currently has a date field to capture the date that a performance evaluation takes place. Advantage HRM does not have this field.	The modification will add the functionality needed to comply with CSR 19 - Civil service Rule 19.03 (c) states "all employees having a performance evaluation of "Improvement needed" on record for at least 30 days or more shall be laid off first, before other permanent employees in the classification are laid off". In addition Advantage needs the logic to identify and impact employees on improvement needed status for 30 days or more in accordance of CSR. (MAP participants are excluded).	03-27-06 - APPROVED BY CCC 1. Modify Advantage HRM to add a evaluation date to the Performance Evaluation document.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_011	HR-176	N	<p>Currently CWTAPPS stores Exam Number, Exam Type, Band, and Score. For tie-breaker in WFR, the County needs the Exam Number, Exam Type, Band, and Score to determine which employee gets laid off first</p> <p>Advantage HRM does not contain these fields.</p>	<p>Exam Number and exam type number is used to determine a tie break for employees who have identical seniority. The first tie breaker is time in grade date. If the tie still exists then the exam number (eligible list) those who were in the lower group are reduced /laid off first in accordance to Civil Service Rule 19. 04.</p> <p>All Represented employees and Non represented Non supervisory Employees- (Excluding MAP), layoffs or reductions shall be on the basis of inverse order of seniority/ continuous service in the County (CSR 19.03-A).</p> <p>° In the case of a tie affecting two or more persons in the same category or who have the same seniority in County service, the person with the least seniority in grade shall be laid off or reduced first.</p> <p>° If a tie still exists for a persons in the same category and the persons were appointed form the same eligible list (exam) to the class from which the layoff is to be made, the person whose name was in the lower group (Exam Type/test score) on the said eligible list shall be laid off first.</p>	<p>05-24-06 Revisited and later approved 03-27-06 To Be Revisited With BrassRing 1. Modify Advantage HRM to store Exam Number, Exam Type, Band, and Score by employee.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_012	HR-178	N	<p>The County would like to have a Super Seniority field to assist with WFR processing.</p> <p>This field does not currently exist in the CWTAPPS system</p>	<p>Super Seniority field is vital part of the workforce reduction process. Currently, this process is labor intensive, sometimes taking more than four weeks to create a workforce reduction listing for one department.</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>1. Develop a new field in Advantage called "Super Seniority". This field will be a "Y" (Yes) or "N" (N) flag. The modification would include utomatically identifying and maintaining the super-seniority status for employees. The field should have the functionality to remove super seniority status for employees that are no longer eligible for super-seniority status, meaning if they move from their current title or department the system should blank out the super seniority field. The super seniority field should not be a required field.</p> <p>Note that the solutions for PADMIN_012, PADMIN_013, and PADMIN_026 will be combined for design purposes.</p>
PADMIN_013	HR-180	N	<p>Currently, CWTAPPS contains a sequence number and cycle number field for use in workforce reduction and for the re-employment process.</p> <p>Advantage HRM does not contain these fields.</p>	<p>Sequence and cycle number is used to track and place employees in order of priority/seniority and while on the reemployment list.</p> <p>The sequence and cycle number is also used for management of the reemployment list. This allows the department to contact employees from the reemployment list when a vacancy occurs.</p> <p>If the employee is appointed to a lower class, his/her name will remain on the reemployment list until the employee is appointed to the class he/she was reduced from, or the reemployment list expires one year from the effective date which ever comes first.</p>	<p>03-27-06 - APPROVED BY CCC</p> <p>1. Develop a modification to the Advantage HRM application to include two new fields, the Sequence and cycle number for employees who are impacted and qualify to be placed on the reemployment list. The sequence number will be an eight character numerical field possibly on the ESMT that places the person on the correct seniority on the reemployment list. The cycle is a date field possibly on the ESMT that is the date the person was impacted.</p> <p>Note that the solutions for PADMIN_012, PADMIN_013, and PADMIN_026 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_023	HR-179	N	<p>Advantage does not have a field to record an Exception Flag. Civil Service Rules 19- allows departments to make exceptions to the prescribed order of layoff when such exceptions are clearly in the best interest of the County. Loss of the employee's skills on a particular assignment may adversely affect public welfare. If the employee has distinctly superior work performance which is well-documented (e.g., by an "Outstanding" performance evaluation, Specialty, Special skills) then the department must thoroughly document the reasons for the exceptions in writing and send the request to the Director of Personnel who must approve the exceptions, as well as the department's entire workforce reduction proposal. Advantage does not have a field to record the Exception Flag, this is an enhancement request since the current CWTAPPS system does not have this field to record exceptions.</p>	<p>The County needs the exception flag to exclude employees from being impacted by workforce reduction. Civil Service Rules 19- allows departments to make exceptions to the prescribed order of layoff when such exceptions are clearly in the best interest of the County. Loss of the employee's skills on a particular assignment may adversely affect public welfare.</p>	<p>04-10-06 - APPROVED BY CCC</p> <p>1. Modify the system to create a new field in the Advantage HRM module, to flag employees with approved exception status, the exception status will indicate that the employee is exempted from the order of lay off, thereby, ignoring the employees record during the workforce reduction.</p> <p>Note that the solutions for PADMIN_012, PADMIN_013, and PADMIN_026 will be combined for design purposes.</p>
PADMIN_030	PC_014 PC_015 PC_016	N	<p>In CWTAPPS various information is stored at the Item Number (Title) level. This information includes the following fields for which Advantage does not have placeholders for:</p> <ol style="list-style-type: none"> 1. Natural Class 2. Function Code 3. Physical Demand Code 4. Continuing Education Hours Requirement 5. Benchmark Indicator 	<p>he Department of Health Services uses the Natural Class designation to report out patient care services rendered by county employees to the Federal and State Agencies which is required under Title 22. Departments also perform analysis on employee populations in items using the Function Code, Physical Demand Code, Continuing Education Hours Requirements, and Benchmark Indicator (among other fields found on TITL, and JBRQ).</p>	<p>05-01-06 - APPROVED BY CCC</p> <p>1. Add the following fields to the TITL table - Natural Class, Function Code, and Benchmark Indicator. Also add the following fields to the Job Requirements table - Physical Demand Code and Continuing Education Hours Requirement.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
PERSONNEL ADMINISTRATION					
PADMIN_031	SEC_019	N	CWTAPPS has a screen called JINQ which enables users to view all job information for an employee. JINQ displays appointment date, stop date, job code, department number, item number, sub-item number and item description for each job held by the employee. Any user can view this screen, but will only be able to view more detailed information for a user if they have security for that particular job. Job Information for Sheriff employees will never be displayed on JINQ.	Currently Advantage only allows access to view employee information at the security level assigned to the user, therefore, most users will not have the ability to view historical job information for an employee who has switched departments. If Advantage had the equivalent of JINQ, users would be able to view high-level employee history which would help out in transferring and re-hiring of employees.	05-01-06 APPROVED BY CCC 1. Modify Advantage with the creation of a new document that has no security - all job history for an employee (excluding history for Sheriff's Department employees). Security will be invoked for detailed employee history information.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_001	PC-005	N	<p><u>Annual Budget Implementation</u> Who will own the process of adding or deleting budgeted and/or ordained positions into the eHR position control module? How will we handle the annual position budget roll-over process? Who will enter budget adds & deletes into the system? Will the process be automated or manual? Will we have an interface between PB-SBFS and eHR?</p> <p>Currently, AMS delivers an automatic download from Advantage eHR to BP - SBFS to support the budget prep process. Positions can be "tagged" with a Position Status Code (using the PSMT document) that drives automatic inclusion of the position in the download to PB - SBFS. The Advantage application also delivers an annual position rollover batch job designed to establish the new position budget at the beginning of the new fiscal year without a download from PB – SBFS. This batch process reestablishes all positions with the Position Status Code and Position Authorizations on file at the time of the rollover.</p>	<p>Currently, departments maintain their position budget on departmental stand-alone systems. The system of record, CWTAPPS, has limited functionality and is not used by departments to manage their position budget. The central county departments have limited visibility into departmental position activity.</p> <p>The CAO has an interest in ensuring the new eHR system contains accurate position budget.</p> <p>To ensure the accuracy of the information and increase control, the CAO has requested that at the beginning of each new fiscal year the position budget be automatically downloaded to eHR from the Budget Preparation System. The download would also help reduce the data entry activities in the CAO or at the department and shorten the budget implementation cycle time.</p> <p>Security would be put in place to ensure departments could not enter "base" budget positions.</p>	<p>04-24-06 - APPROVED BY CCC</p> <p>1. Modification - Modify the interface between Advantage eHR and BP – SBFS to support automated implementation of the position budget</p> <ul style="list-style-type: none"> • Send three (3) separate downloads from BP-SBFS to support the annual budget implementation cycle; the first download would be the proposed budget at end of June; the second download would have final changes; and the third download with the supplemental budget. • Modify eHR with position indicators on PSMT document to track position events. • Modify Position Control Rollover logic to only include Base budget positions. <p>Assumption: Position Control will be set at the Department, Unit level thereby requiring the management of positions at the Unit level.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_002	PC-005	Y	Advantage needs to have a better way to manage position related activities.	Position status is too restrictive to track all position related activity since position status can change throughout the year. Position status is used to designate whether an authorized position can be filled, whether it's frozen for salary savings, curtailed (deleted), or placed "On Hold" for an applicant. Only one position status at a time can be used. Position Action, however, will function like "personnel actions." They will track the events in the life of a position related to the budget & ordinating processes. Such events include base budget allocation, Mid Year change, reclassification actions, or reorganizations.	04-24-06 - APPROVED BY CCC 1. Modification - Create two reference pages: "Position Action" and "Position Action Reason". These two fields should be added on the Position Status Maintenance (PSMT) document. These action codes work in conjunction with position indicators. By adding this new Position Action, it will allow the County to use "Position Status" as a true status field. Allow functionality similar to Personnel Edit (PEDT) for positions to allow for further restrictions based on the Position Status.
PC_003	PC-008	N	Need a way in Advantage to track "ordinanced" only positions.	Functionality in the Advantage eHR, Position Control module allows you to manage funded/budgeted FTEs and incumbents per position record. However, the Advantage product does not provide for tracking of ordinated positions. To create a central repository for all ordinated positions and increase control, the CAO has requested that ordinated positions be tracked in Advantage eHR, Position Control. This central repository will help manage and maintain the County's classification system, Staffing Ordinance, and related processes.	04-24-06 - APPROVED BY CCC 1. Modification - Need to add two fields to the PAMT in order to track ordinances: "Ordinated Incumbents" and "Ordinated FTEs". These fields will initially be populated from Budget Prep and will allow for mid-year updates in eHR. This is a stored number for reporting purposes only.
PC_004	PC-010 PC-70 PC-54	N	Want to have a further breakdown of title by "Job"	Departments need to manage positions by job. Job assignments within Classifications (Titles) need to be tracked since jobs have distinct licensure, training, education, & physical requirements. Various departments such as DPSS, Fire, Health, and Sheriff manage job data. Sheriff, for example, tracks "coveted positions" and contract positions by job in the classification of Deputy Sheriff. Jobs will also help departments handle bonus positions for budgeting, staffing, and pay bonuses. This modification will help populate the LMS with employee job data for mandated training and reimbursement purposes.	04-24-06 - APPROVED BY CCC 1. Modification - Add a reference page called "Department Job Type" and keyed by department, title, and job type code. On the PSMT document add a "Bonus" yes/no checkbox and a "Bonus" field. Also add the "Department Job Type" field on PSMT and edit against the table using the department and title from PSMT.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_007	PC-016	N	Need to be able to identify a "critical" position.	There is a need to create a central repository of "critical hire" positions to expedite hiring and increase CAO control and oversight.	04-24-06 - APPROVED BY CCC 1. Modification - Add a flag on the Position Status Maintenance (PSMT) document to indicate that the position is "Critical". This indicator will need to be displayed on the POSM activity folder.
PC_009	PC-026	N	CAO/DHR wants the ability to control, by department, a freeze on appointments that can not be overwritten by the departments.	This is current functionality in CWTAPPS.	04-24-06 - APPROVED BY CCC 1. Modification - Need several new reference control tables which will curtail the use of certain personnel actions by specified departments and/or positions. These reference tables will be dateline maintained to allow for controlling personnel and/or position actions for a specified period of time. New edits to read this table and apply the logic to the Employee Status Maintenance (ESMT) document and/or the Position will be required based on the new reference tables.
PC_011	PC-035 PC-036 PC-060	N	Need a way to support intra and inter departmental loaning of positions (mid-year changes).	There is a need to centrally track mid-year changes.	04-24-06 - APPROVED BY CCC 1. Modification - Add a new section on the Position Status Maintenance (PSMT) document which includes Department, Unit, Position Number, Comment box, dates, and a Reason code which will allow tracking of mid-year changes. Need a reference table to define the Reason code. In addition, include validation logic with this modification.
PC_012	PC-038	N	Need to track special funding sources for positions.	There is a need to track the funding source on each position record. Almost all salary expenditures are appropriated in the General Fund. However, many positions are funded through other sources (revenue offset.) The funding source must be tracked to help departments during budgeting, reimbursement, and billing processes. This will also help departments in identifying positions for curtailment when necessary.	04-24-06 - NEW ALTERNATIVE ADDED AND APPROVED BY CCC Add fields to the PSMT document to capture position revenue source.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_015	PC-051	Y	Want to force the Position Number Short Description to be inferred from the Title Description.	This will reduce the errors associated with manual entry of the position description and assure the position title is consistent with the classification title.	04-24-06 - APPROVED BY CCC 1. Modification - Infer description based on a new configurable Site Parameter (SPAR) entry.
PC_017	PC-071	Y	How is County going to process the blue or PAR approval form for employee change of status and position actions?	This modification is needed to help track, expedite, and control personnel and position action requests. Requests for the following actions contingent on policy, budget, or classification consideration would be automated prior to implementing in the transactional system (eHR): <ul style="list-style-type: none"> • Authorization to fill a vacant position; • Request to borrow a position; • Request for a temporary overfill for training purposes; • Request to create a substitute position; • Request to hire on an "unlike" item/title; • Request for additional responsibilities bonus or other bonus, • Request to promote, hire, transfer, demote, or other class change on an employee. (Continued on next cell)	05-31-06 - APPROVED BY CCC 1. Modification - Build a process to automate the blue or PAR approval form. Utilize and create a new Document in Advantage. The new document will be workflowed for approval in Advantage. The final information will be workflowed to Personnel Admin.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_017 (Cont.)	See above	See above	See above	Support of this functionality countywide would streamline the approval PAR process and provide more visibility and accountability. Health Services internal system currently supports the following functionality: -Uploads employee and position data from CWTAPPS -Uploads salary budget and year-to-date salary expenditures -Forecasts salary expenditures based upon pending PAR's -Workflows PAR's, and -Allows loaning / borrowing of positions within hospital complex; Uploads salary budget and year-to-date salary expenditures. Forecasts salary expenditures based upon pending PAR's	See above
PC_018	PC-073	N	Should Fund/Dept/Unit be required when the position is created OR when an employee is hired?	Currently in ADV, an error is posted when the option Use Position Accounting Data is chosen (at the employee level) and there's no Accounting data at the Position level. There is a need to ensure all positions contain accounting data. This data is the primary basis for distributing salary expense consistent with the salary appropriation approved by the BOS	05-24-06 - APPROVED BY CCC 1. Modification - Remove the coded value list for indicating that the accounting data will be maintained at the employee level thereby requiring Accounting data to be entered at the position level. For most positions the accounting data is defined as follows: --Fund --Department --Unit --Sub-fund (where required) --Object The accounting data can still be overridden at the employee level.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_019	PC-080	N	Position Control needs a way to assign employees to positions without impacting other employee attributes.	<p>The Advantage product requires a Personnel Action transaction (ESMT) to assign an employee to a position and update the position "filled" counts. The ESMT document is used to record employee hires, terminations, promotions, pay change transactions, and position changes. The County needs to allow Position Control to use the ESMT document to assign employees to positions without impacting the employee's data other than position assignment changes and/or unit code changes.</p> <ul style="list-style-type: none"> · This ensures immediate update of filled counts for vacancy projection and reporting purposes. · This will reduce the number of transactions forwarded to the department's Personnel Administration section. · Job/position assignment changes can be initiated by the line operations manager/unit and work flowed to Position Control for approval eliminating a need for a "PAR". <p>Currently, unit code changes are performed twice: once in the department's Position Control system (fill the vacancy/position) and then duplicated by Personnel Administration staff to update CWTAPPS (unit code change.)</p>	<p>05-24-06 - APPROVED BY CCC</p> <p>1. Modification - Create a clone of the ESMT with only two valid Personnel Actions - "lateral transfer" and "job change." Work flow and approvals would differ from the work flow and approval process needed for ESMT documents impacting title, employee status, and pay. Add the new clone to the EPM activity folder.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
POSITION CONTROL					
PC_021	PC-082	Y	How will the CAO ensure a substitute position does not exceed the salary level of the authorizing position? How will the CAO ensure the substitute position is within the same group/series as the original ordinated position? How will the CAO ensure employee appointments to positions are consistent with the budgeted/ordinated position?	<p>Currently, departments create substitute positions in their internal systems from existing budgeted and/or ordinated positions approved in the budget. This practice is common when the department is unable to staff a position within the existing classification or when it has a need for another classification mid year in the home or an additional position in a foreign unit.</p> <p>CAO and classification policy requires departments to obtain prior approval to ensure the situation fits the substitute position solution and to ensure the substitute position is created in the appropriate class. This is a manual process not supported by CWTAPPS.</p> <p>The Advantage application allows appointment of an employee to a Title (classification) that differs from the position Title (out-of-class situation.)</p> <p>The CAO has requested that the new system validate the appropriateness of the substitute position by comparing salary level and group/series of the original authorizing position.</p>	<p>05-31-06 - APPROVED BY CCC Assumption: Position Control will be set at the Department, Unit level thereby requiring the management of positions at the Unit level</p> <p>1. Modification: • Create a validation on the PSMT to check the Title Group and the Salary Schedule when creating a new position in place of another position, based on certain Position Action codes. The Title Groups of the two positions must be the same and the Salary Schedule of the new position must be equal to or less than the old position. If they match, the document will be submitted. If they don't match, there will be an overrideable error with proper security. It would then be workflowed to CAO for approval. • Create a validation on the ESMT to check the employee's payroll Title against the Position Title Group and the Title salary level when assigning an employee to a position. The employee's Title must match the Position Title Group and salary level of the position. If they match, the document will be submitted. If they don't match, there will be an overrideable error with proper security. It would then be workflowed to CAO for approval.</p>
PC_022	N/A	N	Advantage currently requires that Position Control be turned on or off for the entire site. The County would like the ability to turn Position Control on or off by Department..	It is possible that certain County Departments will not utilize Advantage Position Control. Therefore, there is a need to allow this functionality to be controlled at the Department level.	NOTE: This modification was added at the request of the County during contract negotiations on 10/31/2006. Modification: Add a flag at the department level to turn Position Control on or off. If this flag is not set for a given department, the system should default to the site-wide Position Control parameter setting.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
Recruiting & Staffing					
RS_003	RS-19	Y	Need to be able to have cross-filing feature.	<p>Recruitments are sometimes conducted for a series. Hence, multiple related positions are recruited for at the same time. On occasion the same written test is administered to the affected classes.</p> <p>Some candidates meet the requirements to apply for multiple positions in the series and thus apply accordingly.</p> <p>The cross-files feature allows these candidates to be scheduled once for the common test element and permits the raw score to be applied to each recruitment the applicant applied.</p>	<p>05-15-06 - APPROVED BY CCC</p> <p>1. BrassRing - BrassRing can design the feature to the County's specifications. This would involve a modification of the BrassRing product only.</p> <p>Note that the solutions for RS_003, RS_005, and RS_008 will be combined for design purposes.</p>
RS_005	RS-22	Y	Need to be able to have proportional scoring	<p>Some test assess multiple constructs (skill areas) which require minimum number of correct responses for each construct. These test may be used in conjunction with other assessment test also with varying proportions. The scoring computation requires the system to compute the standard scaled (0 to 100) score, and sum all of the proportioned score to achieve the appropriate exam grade.</p>	<p>1. Modification - Proportional scoring can be built in either Questionmark or BrassRing. Building this functionality in BrassRing would be a Medium modification. Building it in Questionmark will be a Low modification. BrassRing and Questionmark are evaluating alternative approaches.</p> <p>Note that the solutions for RS_003, RS_005, and RS_008 will be combined for design purposes.</p>
RS_006	RS-35	Y	Need ability for list promulgation and distribution.	<p>Cert list needs to be created, distributed, and managed electronically according to Civil Service Rules and considerations for EEO provisions.</p> <p>Candidates who have successfully completed the testing process are promulgated into an eligible pool. (a.k.a. ELIGIBLES). The promulgation is governed by rules related to the type of examination (standard examination or a continuously opened filing examination).</p> <p>The eligible pool is organized into eligible lists; a public list which contains no personal info, and an internal list.</p> <p>The Internal eligible list is ordered according to CSR 10.02. The use of the eligible list is described in CSR 11.01.</p>	<p>1. Modification - BrassRing will build screens and the supporting data model to manage lists according to LA County's current list management procedures.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
Recruiting & Staffing					
RS_008	RS-17	Y	Need to be able to add Preference Points to a candidate's passing score.	Bonus points are added to the passing grade of a candidate who meets specified qualifying conditions. An example is Veteran Points.	1. Modification - BrassRing will build the functionality according to LA County specification and will include it in the baseline product. Note that the solutions for RS_003, RS_005, and RS_008 will be combined for design purposes.
RS_010	RS-51	Y	Need an Item Bank, which is a repository of test questions.	The County uses standardized tests as a way to measure core competencies in various subject areas. Revisions to the test are necessary to avoid administering the same test year after year. The Item bank stores test items by subject area, subject knowledge level, objective measured, and various pertinent item characteristics (e.g., item difficulty and discriminating power)". Incorporating or exchanging questions and creating new test, with predictable characteristics may be achieved without extensive testing.	1. BrassRing - The Questionmark solution possesses a robust Item Bank management functionality. Based on the review to date, BrassRing believes that Questionmark has 95% of the necessary requirements under this topic will be met without modification. There is a possibility that some modifications may be needed. BrassRing is estimating that the modification level to be "Low." It is also possible that no modifications would be necessary.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
SECURITY					
SEC_002	SEC-8	N	CWTAPPS currently automatically terminates a user's access to the system when the user terminates service with the County or transfers to a different department.	Automating this process will assure that terminated or transferred employees do not have access to confidential HR information.	05-01-06 APPROVED BY CCC 1) Internal Interface solution - Add a batch job that would query for "termination" personal action codes and update the user records for those users to update the lockout flag to prevent those users from logging into the Advantage system.
SEC_003	SEC-17	Y	Currently, when a user attempts to access a screen that he does not have access to, the system will return with the message 'User Denied Access'	The error message will help direct user inquiries to security staff where the inquiry belongs. When a user tries to pull up a document and the system returns with a blank page, without the user denied access message, the user will think that they've done something else wrong and will direct their questions to different individuals not knowing that the problem is because they did not have access to the specific record.	05-01-06 APPROVED BY CCC 1) Modify Advantage HRM to display an error message for activity folders that is similar to documents where users do not have access to open.
SEC_009	N/A	N	The need for single signon between applications.	When user clicks on a link within Advantage to launch Cognos or potential other applications, user should not be required to log into Cognos again.	Added after CCC meetings were completed: Develop single signon functionality.
SEC_010	N/A	N	The need to break down security to a level other than Dept/Unit. Currently, the County uses Processing Center, but a Security Unit could be used as well.	Currently ,security on CWTAPPS is controlled by profiles and processing centers. Each user that is provided access to CWTAPPS Online is set up with a profile and processing centers that the user can access. In Advantage, the security structure of eHR is based on the Unit Code from the Chart of Accounts and the organizational structure. Units can be spread over several processing centers and therefore, may be at a higher level then processing center.	Added after CCC meetings were completed (replaced SEC_001 proposed modification): Modification to Advantage HRM and eCAPS financial: Modification in Advantage HRM would be to create a new validation table that links Financial Units with Units created only for Security. Documents, such as PSMT and DEPTA, should be updated to ensure that the security Unit entered as the home unit is appropriate for the Unit entered as part of the funding. Modifdication in eCAPS financial would be to add something, such as a check box, that identifies a Unit as a unit that only would be used for Security. Use of Security Units should be restricted on all financial documents.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_001	LT187 LT194 LT195	Y	A change of job, lateral transfer or promotion during the pay period causes the approval workflow for the employee's timecard to change. Both supervisors would need to approve a portion of the time, but in Advantage, only one supervisor would have the authority.	Creating a second electronic timesheet eliminates any workflow/approval issues because each timesheet can be set with the proper approval stream. It also eliminates the possibility of the employee entering hours for earning codes on invalid dates. This solution eliminates the current manual timecard generated to track hours worked after the change in job resulting in fewer staff hours to process the manual timecard and delayed timecard submission that could result in adjustments.	05/01/06 - APPROVED BY CCC 1. Modification + Internal Interface: Create an offline process to generate a second electronic timesheet if there is a change to an employee's position id, title or possibly other values. Modify Advantage to provide edits that will ensure the employee cannot enter hours onto the original card for dates after the change nor onto the new timesheet for dates prior to the change.
TMA_002	LT169	N	Elective Leave Reimbursement Request. The County has a screen in CWTAPPS (Elective Leave Buyback - LEBY) which allows Departments to enter Elective Leave hours that an employee wants to buyback. Advantage HRM does not have this document.	This functionality is currently supported in CWTAPPS via the LEBY screen. MegaFlex employees encompass approximately 10% of the employee population. This reimbursement is mandated by the IRS for payment in December so this is not part of year-end housekeeping.	05/01/06 - APPROVED BY CCC 1. Internal Interface: Track "Requested Usage until the end of the Year" through the baseline Advantage Leave Request (LREQ) document. Develop an internal interface and pay out lesser of (balance - requested) and balance. Advantage to create an Elective Leave Balance Report/document to distribute to all eligible employees with their paychecks during the critical period of determining usage/payment (generally November through December).
TMA_004	LT006A	N	Display Excessive Leave on the Paycheck Stub. Advantage does not track excessive leave (covered in Leave Accounting), nor does it display it on the paycheck stub.	This is currently the practice in CWTAPPS and is widely used by employees. Having their excessive leave shown reminds the employee how much time has to be used before year-end; or subject to reimbursement for unused excessive hours, or, in some cases lose those benefit hours based on policy. Displaying excessive hours on the pay stub reduces questions on this subject to Timekeepers and Payroll staff.	04/10/06 - APPROVED BY CCC 1. Modification: The subcategory modification outlined in Leave Accrual (Issue LT013 which was approved for costing on 04/06/06) could potentially track excessive leave as a subcategory. Modify the Check/EFT program in Advantage to pull the excessive leave information for all leave types affected and display as of the last accrual period on the mid-month paycheck stub with an explanatory note that ties the balance to an earning code and short description.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_006	LT137 LT138 LT139 LT146 LT147 LT148 LT151	N	Support Industrial Accident Incident Tracking. The County has a screen in CWTAPPS (Industrial Accident - EMIA) which tracks the periods of time an employee takes off of work due to industrial accident/injury. Advantage HRM does not have this functionality as a separate document.	<p>CWTAPPS currently supports the majority of this functionality via the Industrial Accident (EMIA) screen. The addition of a benefit formula spreadsheet would decrease manual intervention.</p> <p>Industrial Accident benefits are extremely complex and would be less prone to error were they automated. Losing the functionality on EMIA would be a step backwards from the current system.</p> <p>Current EMIA functionality includes:</p> <ul style="list-style-type: none"> - Capture start/stop dates for multiple injuries; - Calculate and display maximum benefit date per injury; - Trigger pre-population of timecard with IA earnings code - 8 hrs per day. Also prevents usage of other earnings codes; - If partial IA, trigger pre-population of timecard with regular and IA earnings codes equal to a total of 8 hours per day; - Once IA is approved, trigger restatement of leave benefits that may have been used in lieu of IA benefits; - Link to spreadsheet containing formulas to determine benefit based on daily rate, number of hours for combination with State TD rates. 	<p>04/10/06 - APPROVED BY CCC</p> <p>1. Modification: Add a document (screen) to emulate EMIA functionality which includes, but is not limited to, capturing start/stop dates for multiple injuries, pre-populating the time card with IA event codes, and restating the leave benefits originally used in lieu of IA benefits. Note: Assumes Personnel Admin. modification to add Continuous Service Date is approved.</p> <p>Note that the solutions for TMA_006 and TMA_007 will be combined for design purposes.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_007	LT124	N	Automate and Track Short Term Disability Dates and Leave Hours Granted	Currently, this is a manual process. It is very time/labor intensive for the Payroll/Timekeeping staff, as well as, prone to error.	04/10/06 - APPROVED BY CCC 2. Modification: Add Short Term Disability (STD) logic to the EMIA screen described in the Industrial Accident issue above (TMA_006). Note that the solutions for TMA_006 and TMA_007 will be combined for design purposes.
TMA_008	LT141 LT142	N	Automate the current manual process of tracking continued absence after salary continuation. The County currently has a manual process to track and supplement disability payments (through employee leave usage) for continued absence after salary continuation. The Temporary Disability Benefit payments are made outside of the system. In order to make the employee "whole", the user must manually calculate the difference between the TD Benefits received, and the number of leave usage hours to enter into CWTAPPS to arrive at this supplemental payment amount. This calculation and process would be manual with Advantage HRM as well if no modification were made. The County would like to try and automate this process.	If an employee elects to use their own leave benefits in addition to the State Disability Benefit, Payroll must MANUALLY calculate the following information to determine the number of hours that may be supplemented: <u>Daily TD Rate</u> : Divide Employee Weekly Rate (from NOB) by 7 days in the week. <u>Daily Rate</u> : Divide Employee's base salary by the number of days in the month. <u>Daily TD Rate Divided by Daily Rate</u> = Hourly Percentage <u>Hourly Percentage x 8</u> = Hours Paid (TD) <u>8 Hours Minus Hours Paid (TD)</u> = Hours that need to be supplemented. This process is very time and labor intensive and could be prone to error.	05/01/06 - APPROVED BY CCC 1. Internal Interface: Store TD rates/calculations on a standardized County developed Excel spreadsheet outside of the system. Enter the employee information in the appropriate fields and let the spreadsheet calculate the payment/leave usage information. Use the Excel spreadsheet as the input for an internal interface and load the TADJ document with the necessary information.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_011	LT204	Y	The County's adjustment timesheets allow for either daily or weekly adjustments to be made. Advantage allows multiple days to be entered on a single document, but adjustments are processed on a day-by-day or line-by-line basis on the Timesheet Adjustment document. Additionally, the County's adjustment automatically infers the "current" information for a given day from pay history, and the user makes the adjustments using that information. In Advantage, no data is pulled forward into the adjustment document; the user simply reverses (enters a negative) for the incorrect information and makes a new entry for the correct information.	The ability to pull forward the current data for a given day/week and perform the adjustment to that data reduces the chance of error.	05/01/06 - APPROVED BY CCC 1. Modification 1: Add functionality to Advantage to allow the user to select a date from history and create an adjustment document that displays this information for reference purposes only. The user would still be required to make the same entries (back out and new entry as needed) on the TADJ.
TMA_012 Included in Time Collection	LT230	Y	Currently, the ESS version of the timesheet only allows the employee to submit - not to validate or save their work on an interim basis. (Note that DHS Time Collection added functionality to the timesheet to allow validation/saving from ESS.)	In order to allow employees to enter their time on a daily basis and to review it for errors prior to the end of the pay period, the ESS system must allow them to validate and save their entries throughout the pay period.	05/01/06 - APPROVED BY CCC 1. Modification: Accept the completed DHS modification on this issue and apply this modification to eHR.
TMA_013	LT231	Y	Currently in Advantage, if exception (negative) paid employees enter regular hours on the timesheet (to record accounting overrides or to record the full schedule of hours at work), they must remember to check a box for "Reduce Base Pay" or "Replace Default Accounting" - otherwise they could be overpaid.	This could result in significant overpayments that have to be recovered from the employees if it is not caught prior to the distribution of the check.	05/12/06 - APPROVED BY CCC 1. Modification: This functionality is planned for Advantage Baseline. However, since the County will start with the custom DHS Time Collection timesheet, Advantage eHR must be modified to incorporate the baseline functionality planned in 3.7 for this item with the County's custom timesheet.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_017	LT130 LT134 PAY-005 CO-030	Y	Pre-Populated Time Cards and Pre-Populated Time Cards With Bonuses (i.e., Shift Differential and Briefing), and Work Cycles and Seven Day Periods.	<p>This functionality is currently supported in CWTAPPS via the Employee Job History (JHOT), and Employee Job Timekeeping (JTIM) screens. The Default Line on the Daily Time Card (PDTC) is pre-populated with regular work days, work hours, and regular days off (RDO's) based on the work schedule and work pattern identifier entered or updated in CWTAPPS. Also, based on the work pattern used, the earnings codes for such bonuses as shift differential and briefing are pre-populated on the Daily Time Card (PDTC) in correlation with the regular work days.</p> <p>This is a critical tool to assist Timekeeping and Payroll staff perform their daily duties. Without this functionality, it would be a step backwards and too cumbersome, prone to error, and potentially deadlines may not be met.</p>	<p>05/12/06 - APPROVED BY CCC</p> <p>1. Modification: Use the "Shift" Field on the Work Cycle to track those employees that typically receive shift bonus and modify Advantage to use this information to help populate the timesheet with the appropriate event codes (either through Easy Fill online, or the offline Timesheet Generator).</p> <p>Note that this is similar to the issue originally opened as COMP_014. Therefore, that issue has been closed.</p>
TMA_020	LT200	Y	Totals on the TIMEI Document (Advantage Timesheet)	<p>The TIMEI Document currently has only one total column on the bottom of the document for each day of the pay period. Potentially, an employee could work their regular hours, work overtime and receive a bonus (i.e., shift differential) on any given day resulting in totals that could sum to more than 24 hours worked in one day.</p> <p>CWTAPPS currently has an "Hours Worked Indicator" which determines those earnings codes that count towards "Actual Hours Worked" and those earnings codes that don't apply. TC is passing data only to CWTAPPS. CWTAPPS recognizes those earnings codes that count toward actual hours worked and those that don't.</p>	<p>05/12/06 - APPROVED BY CCC</p> <p>Modification + Policy Change</p> <p>1. Modification: Modify Advantage TIMEI and EVNT documents to flag certain event codes to count towards the "Actual Hours Worked" on the TIMEI document, and create a sub-total for just those hours.</p> <p>3. Policy Change: To be handled by the County.</p>

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_021 Included in Time Collection	PA006	N	Manual Process for Workday Set-Up in Advantage	The current manual process for setting up the Work Day (WDAY) Table in Advantage would be too cumbersome and labor intensive. The County wants an automated process to populate this table.	05/01/06 - APPROVED BY CCC 1. Internal Interface: Accept the DHS TC modification on this issue and apply the modification to eHR. Develop an internal interface that would automatically create WDAY documents to populate the Work Day Table.
TMA_024 Included in Time Collection	LT186	N	On-Demand Approvals/Daily Approvals. Advantage HRM allows for the timesheet to be approved at the time of submission with no intermediate approvals supported.	Some County Departments, such as DHS, Fire and Sheriff, that have rotating crews and supervisors require "On-Demand Approval" or "Daily Approval" of the timesheet. The supervisor may not have the same knowledge to approve the timesheet for the entire pay period. In addition, without daily approvals, supervisors responsible for a large number of employees, would spend the majority of their shift reviewing and approving time for their employees. In a law enforcement environment, for example, approving time cards might take a back seat to the supervisor's other duties, especially in the event of an emergency.	05/12/06 - APPROVED BY CCC 1. Modification: Accept the DHS TC modification on this issue and apply the modification to eHR. The modification entails modifying Advantage to support interim approvals prior to the submission of the timesheet. Workflow would occur at the end of the pay period, but the final approver would see the interim approvals.
TMA_028	LT167 LT168	N	The County currently enters non-time/pay related information, such as Project, Task, Equipment Usage, Mileage Usage for County Vehicles/Equipment on their timesheets for costing, billing and tracking purposes. This information is then sent to eCAPS Financial. Note: Project and Task are baseline Advantage accounting elements already included on the timesheet and passed to eCAPS as part of Payroll Accounting Management (PAM).	DPW employees use their time card to record Equipment Usage, Mileage and Performance and Productivity (P&P) Units (Performance Counts!), in addition to their regular hours worked and variances. The timesheet is an efficient method for collecting this data, and employees are familiar with this process.	05/12/06 - APPROVED BY CCC The Legacy System Project has already written a concept paper for this requirement. eHR will apply the Legacy modification to the most current eHR timesheet (later baseline release + time collection customizations) during implementation.

#	Decision Log #	Baseline Y or N	Description of Issue/Enhancement	Business Case	Solution
TIME & ATTENDANCE					
TMA_029 Included in Time Collection	LT166 LT179 LT193	N	Advantage requires employees to access a separate tab on the timesheet to override accounting data on the timesheet. Overall, the Advantage baseline timesheet needs to be changed to streamline data entry.	Many employees have very complex timecards. It is unrealistic to expect them to access a separate tab in order to override their default accounting. The employees also need to enter a short description to explain the deviation. Additionally, this requires that supervisors access multiple tabs to view the accounting information as well.	05/01/06 - APPROVED BY CCC 1. Modification: Modify the Advantage timesheet to allow employees to enter deviated accounting data with the time entry on the main Timesheet Details tab as well as a short description. The County must decide on five possible versions of the timesheet as needed.
TMA_031 Included in Time Collection	LT198	N	The baseline Advantage timesheet (TIMEI document) does not contain an Overtime Reason Codes Field.	Departments use the Overtime Reason Codes field to help with budgeting, financial reporting, and to seek reimbursement from other agencies (i.e., FEMA). At the time CWTAPPS payroll processing occurs, Departments extract this data to create their managerial reports for the above indicated purposes.	05/12/06 - APPROVED BY CCC 1. Modification: Accept the completed DHS modification for the Overtime Reason Code field, and the reference table to store the valid reason codes and apply this modification to eHR.
TMA_034 Included in Time Collection	LT232	N	Submit Timesheet on Behalf Of: The County is requesting this modification in order to track the submitter userid and the date of submission of every timesheet submitted. This will allow the County to determine the list of timesheets submitted on behalf of other employees.	This modification will provide managers with the necessary information to prevent fraud, and potentially prevent overpayment and/or underpayment situations.	05/01/06 - APPROVED BY CCC 1. Modification: Accept the DHS Time Collection modification and apply this modification to eHR. This entails modifying the Advantage TIMEI Header to include two new fields that contain submission information. These fields are "Submitter User ID" and "Submission Date."
TMA_036	LT179 LT198	Y	Advantage HRM does not have a field for a short (15 characters) line item description of the labor or variance hours (e.g., eHR Support, Finance Support, ED Xerox Electric, Vacation, etc.). This line item description field could also be used by the Sheriff's Department as their Management Data Field (MDF), currently used to track reimbursable overtime.	A short description line of the work performed or variance hours used is needed for Departments that have multiple line item entries. ISD, for example, may have as many as 45 labor hour entries (various work orders) in a pay period. Without a definition, the employee does not have an efficient way to determine where the labor hours were worked for later pay period entries or corrections. Departments use the MDF free form text field to help with budgeting, financial reporting, and to seek reimbursement from other agencies (i.e., FEMA).	05/12/06 - APPROVED BY CCC 1. Modification: Modify the Advantage TIMEI document to include a 15 character free form field which is created at the time of each new entry of an event code.

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Appendix K-6 – Training Volumes

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Appendix K-6 - Training Volumes - End Users

HRM Training Type	Session Hours	Number of Courses	Dev & Prep LOE	Number of Sessions	Number of Users to be Trained	Total Session Hours	Total CGI-AMS Hours	Total Price
Payroll Train-the-Trainer Training								
ILT (H)	8	1	90	2	40	16	106	\$16,960
ILT (H) + CBT	8	1	100	2	40	16	116	\$18,560
ILT (H) + CBT	40	1	175	1	20	40	215	\$34,400
Subtotals		3	365	5	100	72	437	\$69,920
HR Train-the-Trainer Training								
ILT (H)	8	1	90	3	60	24	114	\$18,240
ILT (H) + CBT	8	6	405	19	380	152	557	\$89,120
ILT (H) + CBT	12	1	250	3	60	36	286	\$45,760
ILT (H) + CBT	16	2	234	10	200	160	394	\$63,040
ILT (H) + CBT	24	1	150	1	20	24	174	\$27,840
ILT (H) + CBT	32	1	105	7	140	224	329	\$52,640
ILT (H) + CBT	40	1	175	5	100	200	375	\$60,000
Subtotals		13	1,409	48	960	820	2,229	\$356,640
Position Control Train-the-Trainer Training								
ILT (H) + CBT	8	3	210	7	140	56	266	\$42,560
ILT (H) + CBT	16	1	116	6	120	96	212	\$33,920
Subtotals		4	326	13	260	152	478	\$76,480
Payroll End-User Training								
ILT (AL)	4	1	120	16	800	64	184	\$29,440
ILT (H) + CBT	4	1	250	40	800	160	410	\$65,600
ILT (H)	12	1	300	21	420	252	552	\$88,320
ILT (H) + CBT	24	1	500	4	80	96	596	\$95,360
Subtotals		4	1,170	81	2,100	572	1,742	\$278,720
HR End-User Training								
ILT (CL)	8	2	305	5	100	40	345	\$55,200
ILT (H)	12	1	246	4	80	48	294	\$47,040
ILT (H)	24	1	350	12	240	288	638	\$102,080
ILT (AL)	4	2	218	16	800	64	282	\$45,120
ILT (AL)	8	1	200	3	150	24	224	\$35,840
ILT (AL) + Webinar-Recorded	4	3	510	60	3000	240	750	\$120,000
ILT (AL) + Webinar-Recorded	8	1	300	10	500	80	380	\$60,800
ILT (H) + CBT	4	2	480	60	1200	240	720	\$115,200
ILT (H) + CBT	8	3	1200	144	2880	1152	2352	\$376,320
ILT (CL) + Webinar-Recorded	8	1	300	21	420	168	468	\$74,880
ILT (H) + CBT + Webinar-Rec	24	1	500	131	2620	3144	3644	\$583,040
CBT + Webinar-Recorded (ESS)	6	1	240	0		0	240	\$38,400
Webinar-Recorded	4	1	200	0		0	200	\$32,000
Subtotals		20	5,049	466	11,990	5,488	10,537	\$1,685,920
Position Control End-User Training								
ILT (AL)	4	1	112	6	300	24	136	\$21,760
ILT (AL) + Webinar-Recorded	4	2	340	50	2500	200	540	\$86,400
ILT (H) + CBT	8	1	400	48	960	384	784	\$125,440
Subtotals		4	852	104	3,760	608	1,460	\$233,600
AMS Advantage Talent Management Training								
ILT	8	1	66	25	365	200	266	\$42,560
ILT	24	1	132	3	45	72	204	\$32,640
ILT	16	1	9	2	2	32	41	\$6,560
Subtotals		3	207	30	412	304	511	\$81,760
Project Team Training								
ILT - Functional	20	1	46	2	40	40	86	\$13,760
ILT - Technical	20	1	12	2	40	40	52	\$8,320
ILT - Technical	6	1	8	2	40	12	20	\$3,200
Subtotals		3	66	6	120	92	158	\$25,280
TRAINING TOTALS			9,444	753	19,702	8,108	17,552	\$2,808,320

Appendix K-6 - Training Volumes - End Users

Assumptions:

-
- 1 Number of sessions is based on a class size identified by the type of class. Below are the class sizes for each type:
CL = 20 per class
H = 20 per class
AL= 50 per class

 - 2 The training strategy (e.g., Instructor-Led / Computer-Based / Webinar-Live / Webinar-Live-With-Computer-Terminals / Webinar-Recorded) for each class has been assumed in order to provide more accurate estimates. If the final class development does not match the assumption made here, then the estimates will need to be adjusted.

ILT = CGI-AMS Instructor-Led Training - Scheduled
CBT = Computer-Based Training - Self-paced - Accessible any time - Trainees will take the classes on their own time at their own computers. No CGI-AMS Support.
WEBINAR-LIVE - Scheduled - County Instructor (Dependent on County Facilities Availability)
WEBINAR-LIVE - With Computer Terminals - Scheduled - CGI-AMS Instructor - One County Support (Dependent on County Facilities Availability)
WEBINAR-RECORDED - Accessible any time - CGI-AMS produced. No CGI-AMS Support during access.

 - 3 The Dev/Preparation/Wrap up amount is made up of materials, development time, data prep time, and administrative time. Includes the development of Training Materials for Trainers and end-users. A soft copy of ALL training materials will be provided to the County.

 - 4 Cognos reports not included in any of these estimates.

 - 5 Training on any third party software (other than what is included in technical classes and AMS Advantage Talent Management) is not included.

 - 6 The materials for technical classes: Application Programming and Utilities are the same as what was used in prior project phases.

 - 7 Cost of materials (copying, etc.) is not included and training rooms (lease, hardware, etc.) is not included.

 - 8 CGI-AMS (one staff member) will be the lead trainer for initial 50% of end user classes with one County support. County will be lead trainer for remainder of end user classes with one CGI-AMS SME as support.

 - 9 CGI-AMS (one staff member) will be the lead trainer for initial train-the-trainer classes with one County support.

 - 10 Train the Trainer will be used for all end user classes with the exception of Application Programming, Utilities, and System Administration. CGI-AMS will train these classes.

 - 11 AMS Advantage Talent Management Classes are structured as 15 person classes.

 - 12 Per LA County's request, onsite trainers will be used for all AMS Advantage Talent Management classes.

 - 13 AMS Advantage Talent Management system admin training is typically offsite. That is why two separate sessions were proposed. If LA County would like to have it onsite, that may be arranged through CGI-AMS.

 - 14 Travel time is included in the total session time and is assumed to be one-hour. So, if a training session is 4 hours, it is assumed that the time is comprised of one hour of travel and three hours of training time.
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Appendix L-6 – Legacy Reports

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Appendix L-6 – Legacy Reports

1. RECRUITMENT REPORTS

Rpt ID	Report Title	Dist
1.	Individual Applicant Data	On Request
2.	Item Analysis Report	On Request
3.	Reliability Analysis Report	On Request
4.	Kuder-Richardson (KR-20)	On Request
5.	Anghoff Data Storage and Calculations	On Request
6.	Applicant Flow Report	On Request
7.	Applicant Status Report	On Request
8.	Applicant Summary Report	On Request
9.	Applicant Exam History Report	On Request
10.	Eligible Status Report	On Request
11.	Expiration Status Report	Monthly and On Request
12.	Vacancy Requisition Report	On Request
13.	Eligible Report	On Request
14.	Referral Quality Report	On Request
15.	Workload Summary Report	Monthly and On Request
16.	Workload Summary Reports by Month (by List)	Monthly and On Request
17.	Workload Summary Report by Month (by Class)	Monthly and On Request
18.	Workload Summary Report by Month (by Department)	Monthly and On Request
19.	Workload Summary Report by Month (by Analyst)	Monthly and On Request
20.	Workload Summary Report by Month (by Staff)	Monthly and On Request
21.	Applicant Intake Report	Yearly and On Request
22.	Protected Class by Month/Applied Report	Yearly and On Request
23.	Protected Class by Month/Hired Report	Yearly and On Request

Rpt ID	Report Title	Dist
24.	EEO Category by Ethnicity/Gender Report	Yearly and On Request
25.	Source Summary Report	Yearly and On Request
26.	Crosstab List Definition Program Report	On Request
27.	EEO by Occupational Category Program Report	Yearly and On Request

2. JOB BULLETIN SYSTEM (JBS) REPORTS

Rpt ID	Report Title	Dist
28.	Number of Examinations Posted in a Specified Period Workload (with variable parameters) Report	On Request

3. EASIER REPORTS

Rpt ID	Report Title	Dist
29.	Number of Examinations Posted in a Specified Period Workload Report (Similar to Job Bulletin Report)	On Request
30.	Security Report- List of internal users	On Request

Appendix M-6 – Subproject Assumptions

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Appendix M-6 – Subproject Assumptions

1 Introduction

The assumptions in this Appendix M-6 are provided to describe the basis on which CGI-AMS has relied to draft the scope, timing, resources, roles and responsibilities for the eCAPS Phase III – eHR Subproject 6. For purposes of this Appendix M-6, eHR encompasses the AMS Advantage modules: (a) Position Control, (b) AMS Talent Management, and Core HR/Payroll which consists of (i) Employee Self Service, (ii) Personnel Administration, (iii) Benefits, (iv) Payroll, (v) Payroll Accounting Management, and (vi) Time and Attendance.

The assumptions represent and provide further clarification of Exhibit A-6 (Statement of Work (SOW)) Narrative, Appendix A-6 (Deliverables Definition), Appendix B-6 (Project Plan) and Exhibit B-6 (Schedule of Payments). These assumptions are intended to establish a clear understanding between the County and CGI-AMS, thereby, providing understanding and clarity throughout project execution.

The Context Diagram attached as Attachment M-6 to this Appendix M-6 (Subproject Assumptions) depicts the assigned responsibilities of the County and of CGI-AMS. The SOW Narrative and Deliverables Definition further describe the Tasks, Work Products, and Deliverables to be completed by CGI-AMS for the eCAPS Phase III – eHR Subproject 6. In order for Subproject 6 to be successful, CGI-AMS must perform these tasks in partnership with the County and the County must complete reciprocal tasks, Work Products, and Deliverables as depicted in Attachment M-6 (Context Diagram) and as more particularly described in this Appendix M-6 and outlined in Appendix B-6 (Project Plan).

2 Organization

The eCAPS Phase III – eHR Subproject 6 assumptions provided in this Appendix are aligned with the corresponding SOW sections as follows:

- Section 3 – Implementation Methodology (SOW Section I);
- Section 4 – Project Management (SOW Section II);
- Section 5 – Software Application (SOW Section III);
- Section 6 – Data Warehouse and Reporting (SOW Section V);
- Section 7 – Technical (SOW Section VI);
- Section 8 – Change Management and Training (SOW Section VII); and
- Section 9 – Maintenance and Support (SOW Section VIII).

3 Overview of Implementation Methodology Assumptions

- a. The Implementation Methodology section of the SOW provides an overview of the CGI-AMS standard implementation methodology that CGI-AMS will use to complete the implementation of the AMS Advantage modules that will comprise the County's eHR system. It describes in narrative form the Tasks, Work Products, and Deliverables to be completed by CGI-AMS within each of the two implementation phases, Create and Achieve.
- b. CGI-AMS's assumptions for the County's responsibilities for both of the Create and Achieve phases are provided below. Additional implementation-related assumptions are provided under Section VII – Change Management.
- c. CGI-AMS's overall assumption is that the eCAPS Phase III – eHR Subproject 6 will be performed in total as described in the SOW for Subproject 6.
- d. The County acknowledges that no government regulatory bodies "certify" applicant tracking systems. As part of its ongoing product development strategy, CGI-AMS tracks emerging regulatory trends that will impact its clients. CGI-AMS builds functionality, to the best of its ability, to enable its clients to comply with regulatory laws. The County acknowledges that "compliance" involves a number of legal interpretations and acknowledges that "compliance" is ultimately its responsibility. CGI-AMS assumes that the County will provide adequate in-house legal resources to support the configuration of the AMS Talent Management System. The County will have several configuration decisions based on the manifestation of its own legal policy. CGI-AMS subject matter expertise can and will provide guidance on compliance during the implementation.
- e. The County acknowledges that regulatory compliance involves a number of legal interpretations and is its responsibility. CGI-AMS assumes that the County will provide in-house legal expertise to articulate and evaluate system configuration options during the implementation.

3.1 Create: Stage 1, AMS Advantage Talent Management Software Modification (Project Plan Task 2.0)

3.1.1 Modification Planning Meetings (Project Plan Task 2.1)

The County will provide all meeting logistics for the Software Modification Planning Meetings. Relevant County personnel will participate and be empowered to make decisions on behalf of the County. In addition, County personnel will be available for follow-up questions during the design, development and testing of all Software Modifications. The County will supply appropriate Subject Matter Experts (SMEs) as needed.

3.1.2 Software Construction (Project Plan Task 2.4)

The County will sign off on all Functional Designs for the Modifications. The County will be responsible for reviewing all Software Modification builds. CGI-AMS assumes that the County will provide expertise on list management during the modification development. CGI-AMS assumes that the County will collaborate with the development process by providing a subject matter expert that represents a cross-section of the County's stakeholders. All identified Modifications will be developed, tested, and approved prior to the first implementation roll-out, even in the event they are not needed for the departments included in the initial roll-out. The County requires no product modifications for the assessment tool.

3.1.3 Policy and Procedures Analysis (Project Plan Task 2.5)

- a. Ninety percent (90%) of assessment testing will be performed via paper and not online.
- b. CGI-AMS is aware of the Federal Uniform Guidelines on Employee Selection Procedures issued in 1998 and, working with the County, the parties will jointly consider these 1998 Guidelines as they relate to applicant selection and testing.

3.2 Create: Stage 1, AMS Advantage Talent Management Implementation (Project Plan Task 3.0)

3.2.1 Rollout Implementation Planning (Project Plan Tasks 3.1.1, 3.2.1, 3.3.1, 3.4.1)

The County will provide appropriate personnel for each implementation rollout. Assigned County personnel will be empowered to make decisions during the implementation.

3.2.2 Technical Environment Set-Up (Project Plan Tasks 3.1.2, 3.2.2, 3.3.2, 3.4.2)

The AMS Advantage Talent Management solution will be hosted by a third-party provider. However, the County will be responsible for providing appropriate scanner hardware and software which they intend to use for assessments with the exception of scanner software drivers.

3.2.3 Reference Data Set-up (Project Plan Tasks 3.1.3, 3.2.3, 3.3.3, 3.4.3)

CGI-AMS will be responsible for configuring the application and setting up the necessary data, once the necessary designs and spreadsheets have been discussed with and approved by the County.

3.2.3.1 Configuration

AMS Advantage Talent Management and related Talent Gateways will be delivered in English language only. Up to five (5) different user types will be defined in both recruitment and assessment areas, each with a unique set of user privileges. Up to five (5) Full Talent Gateways will be developed for the County across all implementation roll-outs. When there is an opportunity to customize a message automatically sent from AMS Talent Management or a Talent Gateway, the County will provide the text. Up to one-hundred (100) questions per Talent Gateway will be converted/entered (consists of default and job specific questions). These questions are part of the pre-screening process and do not relate to any testing or assessment questions.

3.2.3.2 Data

CGI-AMS will assist the County in setting up the initial topics and sub-topics for the County's assessment content repository. The conversion will bring across questions only. The County will be responsible for setting up their exams. More specifically, the County will create templates and style sheets for the assessments including a common format, look and feel or "branding." Each rollout will include an upload of up to 5,000 job codes with associated information (i.e., job code default data).

3.2.4 Software Construction (Project Plan Tasks 3.1.4, 3.2.4, 3.3.4, 3.4.4)

3.2.4.1 Interfaces

a. CGI-AMS will be responsible for extracting the necessary data for any outbound interfaces in the format provided by the County. The County will provide the necessary interface files for AMS Advantage Talent Management processing in XML format. The County will be responsible for coordinating the loading/testing of the interface files to the various systems and communicating any errors or changes back to CGI-AMS. Interfaces will be delivered as follows:

- Job Analysis - Sigma Data Systems
- Job Certification System
- Job Classification System
- LA County Hotline
- JLOW System
- Appeals System
- Advocacy System

- On-boarding - LA County current HRMS until Advantage is implemented
 - Public Job Boarding; such as Monster, CareerBuilder, etc
 - Single sign on
 - Pre-employment background check
- b. Integration to JBS for posting to County-wide jobs will be done from AMS Advantage Talent Management as a temporary interface from each new implementation until all were completed and the County-wide gateway existed.

3.2.4.2 Data Conversion

- a. Legacy resume data will not be included in the conversion effort. Recruitment data from up to four separate data sources will be converted. These sources will include candidate and exam data. Actual numbers of candidates and exams to be converted will be determined during each implementation phase.
- b. Assessment test questions will come from one source using an AMS Talent Management standard conversion format. All assessment questions are in a single electronic format. Assessment questions are to be in one of the following formats: multiple choice with a single acceptable response (basic multiple choice, true/false, yes/no), essay or writing samples, etc. and /or weighted scoring questions. These questions can contain file types such as images and sound files.
- c. Once the assessment conversion is finished, County personnel can assemble the questions into assessments.
- d. AMS Advantage Talent Management supports the ability to use graphics in the question stimulus, the answers, or both. Graphical formats supported include: .jpg, .jpeg, .gif, .bmp, and .png. AMS Advantage Talent Management also supports the ability to upload sound into a test, and the ability to use spoken response questions where the test-taker's verbal answer is recorded and subsequently graded. Sound formats supported include: .wav, .mp3, .midi, .mid. Support for formats other than those listed here cannot be guaranteed. Other formats will need to be evaluated on a case by case basis to determine compatibility.
- e. Once all four conversions are completed, LA County can purchase additional testing and/or candidate uploads at the following rate(s): For Testing Information - CGI / Kenexa will require a minimum 20 hours of professional service work to perform an import integrity check before releasing the information into production. For Candidate Information - CGI / Kenexa will require a minimum 100 hours of professional service work to perform an

import integrity check of candidate and form information before releasing the information into production.

3.2.4.3 Reports and Forms

AMS Advantage Talent Management reporting will consist of the standard reports and Data Export Wizard, including up to 20 customized Talent Management and Assessment reports. Furthermore, CGI-AMS assumes that the County will collaborate with the implementation team to ensure that the EASIER functionality is clearly documented.

Up to four (4) Requisition forms will be created. Up to ten (10) Custom Candidate forms will be created for the initial roll-out with up to an additional two (2) for each subsequent roll-out. As a part of the roll-out, five (5) integration forms will be created. The AMS Advantage Talent Management module will provide the ability to print up to three (3) different applications on-line.

3.2.5 Software Testing (Project Plan Tasks 3.1.5, 3.2.5, 3.3.5, 3.4.5)

Performance monitoring will be performed in conjunction with User Acceptance Testing, since all tests executed in the Staging environment help to test the system performance.

3.2.6 Preparation for Implementation (Project Plan Tasks 3.1.6, 3.2.6, 3.3.6, 3.4.6)

3.2.6.1 Security and Workflow Set-Up (Project Plan Tasks 3.1.6.1, 3.2.6.1, 3.3.6.1, 3.4.6.1)

- a. The County has centralized the approval process for assessments. All assessments follow the same approval process. Up to five (5) workflow rules (with as many steps as needed in each) will be built in the Candidate Tracking Logic area for the initial roll-out, with an additional rule to be developed (as needed) for each subsequent roll-out. Up to three (3) Requisition Workflow rules will be built as a part of each roll-out. CGI-AMS assumes that the County will collaborate with the implementation team to build a workflow based on the AMS Talent Management functionality versus simply duplicating the current process which has evolved, in some part, around the existence of disparate systems.
- b. Security and Workflow set-up for AMS Advantage Talent Management will take place within the AMS Advantage Talent Management module. Security profiles will be interfaced to eHR to AMS Advantage Talent Management using the single sign-on feature. CGI-AMS assumes that the County will collaborate on an overall security policy as part of the implementation.

3.2.6.2 Knowledge Transfer and Training (Project Plan Tasks 3.1.6.2, 3.2.6.2, 3.3.6.2, 3.4.6.2)

Per County request, on-site trainers will be utilized for all AMS Advantage Talent Management classes. However, AMS Advantage Talent Management System Administrator training is typically conducted offsite and will be at the expense of the County to send the trainees to the class.

3.2.6.3 Documentation Development

Up to four (4) general Quick Start Guides (up to eight pages total) will be developed for general Recruiting and Staffing users (excluding assessment users).

3.3 Create: AMS Advantage HRM Software Modification (Project Plan Task 4.0)

3.3.1 Technical Environment Set-Up (Project Plan Task 4.2)

a. The County will perform the Tasks necessary to establish the technical environments to support eCAPS Phase III - eHR Subproject 6 in accordance with the specifications provided in the updated Technical Specifications Document for each of the following environments:

- Baseline;
- Development / Unit Test;
- System Test; and
- Conversion.

b. These Tasks include, but are not limited to, installation and testing of servers and system software, system software upgrades, definition of table spaces, printer set-up, establishment of network and Internet access.

3.3.2 Reference Data Set-Up (Project Plan Task 4.3)

During the Envision phase conducted during eCAPS Phase II, the reference data set-ups were identified and documented. County will be responsible for recapping configuration. Using this information, the County will populate system tables and confirm that the tables have been populated correctly. In supporting this effort, CGI-AMS will recap configurations identified during the Fit-Gap Analysis and provide instructions to County staff for populating tables.

3.3.3 Software Construction (Project Plan Task 4.4)

a. CGI-AMS will be responsible for the design, development, and testing of software customizations to the AMS Advantage application in response to the

- County's business requirements as stated in Appendix J-6 (Configurations and Customizations) and as refined and prioritized during the design activities. The County will review application software design specifications and provide feedback per the project schedule and project guidelines specified within the project control document (PCD). In addition, CGI-AMS will be responsible for the design of inbound Interfaces and data conversion processes.
- b. As customizations are developed pursuant to Appendix J-6 (Configurations and Customizations), CGI-AMS may condense or expand customizations as it determines appropriate to meet the requirements identified in Appendix C-6 (Business Requirements). In addition, to the extent a customization identified in Appendix J-6 (Configurations and Customizations) is not identified as "Baseline", CGI-AMS may baseline such customization without refund or credit to the County.
 - c. County staff shall use the development tools that are bundled with the AMS Advantage 3 application (e.g. AMS Advantage Design Studio, Pervasive Data Integrator (PDI), and Adobe forms) in order to help reduce the level of effort for software construction, standardize work product quality, minimize future maintenance costs, and facilitate knowledge transfer from CGI-AMS to County technical staff.
 - d. Table extracts and loads are not considered software customizations and will be handled on an ongoing basis by the County technical staff. To achieve this end, CGI-AMS will include this topic in the technical training provided and demonstrate the process for the initial table extract needed. After that, it is expected that the County will complete any additional table extract requirements that may arise. CGI-AMS will also assist with the development of any table extracts directly related to software customizations being developed for the County.

3.3.4 Policy & Procedure Development (Project Plan Task 4.6)

The County will be responsible for creating, updating and documenting County policies and procedures and any department-specific procedures and manuals affected by the implementation of eHR. CGI-AMS will provide AMS Advantage on-line help capability that can serve as a reference guide to assist the County's end user community in entering data into the eHR tables and documents.

3.3.5 Data Cleansing (Project Plan Task 4.7)

The County will design, develop, and test procedures and software for cleansing and correcting all data to be used as input to the eHR conversion process and in the application databases after execution of the conversion.

3.3.6 Training Plan (Project Plan Task 4.9)

- a. The County will be responsible for providing WebX functionality required to conduct training.
- b. One Training Plan will be developed for both the Payroll and the Core HR Stages.

3.4 Create: Stage 2, AMS Advantage Payroll Implementation (Project Plan Task 5.0)

3.4.1 Technical Environment Set-Up (Project Plan Task 5.2)

- a. The County will perform the Tasks necessary to establish the technical environments to support the eCAPS Phase III – eHR Subproject 6 Payroll Implementation in accordance with the specifications provided in the Updated Technical Specifications Document for each of the following environments:
 - Acceptance Test;
 - Training;
 - Learning; and
 - Production.
- b. These Tasks include, but are not limited to, installation and testing of servers and system software, system software upgrades, definition of table spaces, printer set-up, establishment of network and Internet access,.
- c. The County will be responsible for maintaining at least two (2) environments to facilitate the training effort: Training and Learning. This includes backups and restores of basic data in the environments to facilitate the training effort.
- d. Time Collection production will remain in a separate application/DB from AMS Advantage HRM production for the purposes of Payroll Implementation. This is necessary because certain decisions were made with respect to Time Collection pertaining to reference table setup and system processing that cannot hold for a live payroll system. When Stages 2 and 3 are complete, Time Collection will be replaced with Core HR leaving a single production eHR System.

3.4.2 Reference Data Set-Up (Project Plan Task 5.3)

- a. In order to facilitate the knowledge transfer necessary to prepare for their ongoing eHR support roles, the County will provide technical staff to assist with the evaluation, application, and testing of upgrades, patches, and sub-

- releases of the AMS Advantage eHR application and related third-party products.
- b. The following items relate specifically to the Payroll Implementation prior to the Core HR Implementation and the ownership of certain data during the time frame in which both AMS Advantage and CWTAPPS are active:
1. CWTAPPS is the owner of employee pay rates. For this reason, pay rate tables will not be established in AMS Advantage for the Payroll Implementation. Instead, employees will be treated as ‘non-table driven’ and CWTAPPS will pass employee-specific pay information;
 2. CWTAPPS is the owner of leave balances and calculations due to leave accrual and usage activity. Therefore leave rules will not be established in AMS Advantage for the Payroll Implementation, and no employee leave information will be passed from CWTAPPS to AMS Advantage;
 3. Fair Labor Standards Act (FLSA) processing will continue to occur in CWTAPPS, and will therefore be turned off in AMS Advantage for the Payroll Implementation. FLSA reference tables will not be established or maintained in AMS Advantage for the Payroll Implementation;
 4. Flexible Spending reimbursements are handled by a third-party administrator. Therefore, this functionality will not be used in AMS Advantage for either the Payroll or HR Implementation, so related reference tables do not need to be established in AMS Advantage; and
 5. Employee reimbursements for items such as tuition and mileage are handled by CWTAPPS. Therefore, the related reference tables will not be established for the Payroll implementation.
 6. CWTAPPS treats pay period bonuses as individual payment transactions each pay period. Therefore, the table records related to recurring employee bonuses will not be established or maintained in AMS Advantage for the Payroll Implementation.
- c. All AMS Advantage HRM tables other than those specifically listed as temporary inbound interfaces (see Appendix D-6 Interfaces) that are required for payroll processing must be maintained manually within AMS Advantage. This is necessary for various reasons, including: (1) the fact that AMS Advantage will be the owner of some of these tables, and (2) the information is sufficiently different in AMS Advantage from CWTAPPS that an automated process cannot be built to continually update the information.

3.4.3 Technical Team Training (Project Plan Task 5.4)

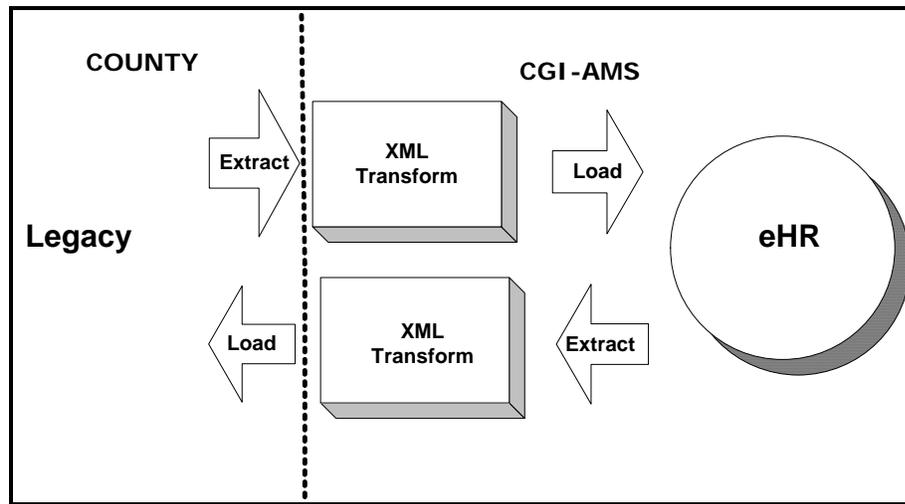
In order to facilitate the knowledge transfer necessary to prepare for their ongoing eHR support roles, the County will provide technical staff to assist with the evaluation, application, and testing of upgrades, patches, and sub-releases of the AMS Advantage eHR application and related third-party products.

3.4.4 Software Construction (Project Plan Task 5.5)

3.4.4.1 Inbound/Outbound Interfaces

- a. For inbound system interfaces, the County will extract data from the external systems and provide it in the file format prescribed by CGI-AMS. CGI-AMS will transform this data into the AMS Advantage format and load the inbound system interface files into eHR. If necessary, the County will be responsible for the analysis, planning, designing, developing and testing of modifications to the external systems software to support the inbound interfaces. This holds for both the permanent inbound interfaces, and the temporary inbound interfaces that are needed until CWTAPPS is replaced.
- b. For outbound system interfaces, CGI-AMS will extract data from eHR and transform this data into the file formats defined by the County as prescribed by external entities, if necessary. County staff or the staff the external systems accepting the eHR-generated files will load the files into their respective systems. If necessary, the County will be responsible for the analysis, planning, designing, developing and testing of modifications to the external system software to support the outbound interfaces. This holds for both the permanent outbound interfaces, and the temporary outbound interfaces that are needed until CWTAPPS is replaced.
- c. A diagram illustrating the extract, transform and load activities referenced in a and b above is provided in Exhibit 1-1 Extract-Transform-Load (ETL) Diagram below.

Exhibit 1-1 Extract-Transform-Load (ETL) Diagram



- d. The interfaces designed during this phase will be those items needed for the AMS Advantage Payroll Implementation (CWPAY replacement). This includes any temporary interfaces needed to pass information between AMS Advantage and CWTAPPS until CWTAPPS is replaced. Interfaces required for the AMS Advantage Core HR Implementation (CWTAPPS replacement) will be handled during the Create: AMS Advantage Core HR Implementation project stage.
- e. The following items relate specifically to the replacement of CWPAY by AMS Advantage prior to the replacement of CWTAPPS, and the ownership of certain data during the time frame in which both AMS Advantage and CWTAPPS are active:
1. CWTAPPS is the owner of employee pay rates. For this reason, employees will be treated as 'non-table driven' and CWTAPPS will pass employee-specific pay information to AMS Advantage as needed;
 2. CWTAPPS is the owner of leave balances and calculations due to leave accrual and usage activity. Therefore no employee leave information will be passed from CWTAPPS to AMS Advantage. If any leave information is required for outbound interface files or reports, the County will be responsible for extracting that data from CWTAPPS and merging it with any output from AMS Advantage;
 3. Fair Labor Standards Act (FLSA) processing will continue to occur in CWTAPPS, and will therefore be turned off in AMS Advantage for the Payroll Implementation. CWTAPPS will pass the end result of the calculations in the form of a payment transaction as required for the employee;

4. Employee reimbursements for items such as tuition and mileage are handled by CWTAPPS, and will therefore be interfaced to AMS Advantage as payment transactions as needed for the Payroll Implementation;
 5. CWTAPPS treats pay period bonuses as individual payment transactions each pay period. Therefore, recurring employee bonuses will not be established or maintained in AMS Advantage for the Payroll Implementation. Instead the system will accept the payment transactions from CWTAPPS as needed;
 6. Historical payroll information (detailed or summary) does not need to be passed from AMS Advantage back to CWTAPPS for any reason. The only items that may need to be passed from AMS Advantage to CWTAPPS on an interim basis are: Elective Annual Leave information, Cafeteria Plan Eligibility information, and Retirement Code information.
- f. Pervasive Data Integrator and SysManUtil will be the primary tools used for system interface development. Custom system interfaces will be limited to the extent possible. The number of interfaces to be developed by CGI-AMS is identified in Appendix D-6 (Interfaces). The County may request the development of additional interfaces through the Change Control process of the Agreement.

3.4.4.2 Data Conversion

- a. In accordance with Appendix E-6 (Conversions), the County requires that current employee data be converted and the County will be responsible for the data cleansing (i.e., planning and execution of the data cleansing procedures and software) of this data prior to conversion and after the execution of the conversion process in the target application. The current County data will be converted as of a snapshot in time. The County is responsible for all historical data storage and archiving.
- b. The County will be responsible for verification, validation, and cleansing of all legacy data.
- c. Pervasive Data Integrator will be the primary tool used for data conversion. Custom (non-Pervasive Data Integrator based) data conversion will be limited to the extent possible. The County will provide data in the format required by CGI-AMS per the project schedule. The County will be responsible for any manual data conversion as identified in the Implementation Analysis Document which was approved by the County.
- d. The conversions designed during Payroll Implementation will be only those needed for the AMS Advantage Payroll Implementation (CWPA)

replacement). Conversions required for the Core HR Implementation (CWTAPPS replacement) will be handled during the Create: AMS Advantage Core HR Implementation project stage, including conversions originally designed here that need to be modified from their original format.

3.4.5 Software Testing (Project Plan Task 5.6)

3.4.5.1 Integrated System Test (Project Plan Task 5.6.1)

The County will be responsible for all system tests related to Cognos.

3.4.5.2 User Acceptance Test (Project Plan Task 5.6.2.2)

The County will be responsible for planning and conducting the User Acceptance Tests. The UAT of software customizations will be completed in accordance with the Project Plan due dates.

3.4.5.3 Performance Test (Project Plan Task 5.6.3)

- a. Performance Testing will occur in the production environment.
- b. All performance test tasks will be completed during the Payroll Implementation stage. Performance Testing will not be repeated during the Core HR Implementation.

3.4.5.4 Simulation Test (Project Plan Task 5.6.4)

- a. The County will participate in simulation testing. County responsibilities include but are not limited to:
 1. Providing identifications of representative departments or employees for the parallel tests;
 2. Creating a backup of the parallel/regression payroll run from CWPAY with the appropriate data for reconciliation with the payroll run in eHR;
 3. Providing payroll data for parallel processing for reconciliation with the payroll run in eHR;
 4. Creating the payroll run reconciliation procedures and processes;
 5. Review and correction of reconciliation issues between eHR and the legacy systems;
 6. Set-up of parameters for payroll runs; and
 7. Procedures for supplemental payroll run, reconciliations, etc.

- b. All CGI-AMS support of simulation testing tasks will be completed during the Payroll Implementation. Simulation testing will not be repeated during the Core HR Implementation.

3.4.6 Preparation for Implementation (Project Plan Task 5.7)

3.4.6.1 Security and Workflow Setup (Project Plan Task 5.7.2)

The security roles and workflow rules related to payroll processing will be established as a part of this effort. These items will need to be set up a second time during the Core HR Implementation.

3.4.6.2 Knowledge Transfer and Training (Project Plan Task 5.7.3)

- a. In order to facilitate the knowledge transfer necessary to prepare for their ongoing eHR support roles, the County will provide technical staff to assist with the evaluation, application, and testing of upgrades, patches, and sub-releases of the AMS Advantage HRM application and related third-party products.
- b. The County will assume responsibility for the roll-out and execution of end-user training. The County will provide the training facilities and equipment for all training. CGI-AMS will be responsible for populating and updating the training databases. The County will be responsible for maintaining the training application on an ongoing basis upon the implementation of eHR. Computer-Based Training (CBT) will be administered from a centralized server. In addition, the project plan assumes utilization of the AMS Advantage HRM application training materials (as customized per the Training Plan) and standard training methodologies as the basis for conducting training of the HRM modules implemented.
- c. Employee Self Service will not be implemented in any part during the Payroll Implementation. Employees will be trained on ESS functionality during the Core HR Implementation.

3.4.7 Version Synchronization (Project Plan Task 5.8)

The Version Synchronization task consists of upgrading the following:

1. eCAPS Financial Release 3.6 to Release 3.8 prior to Payroll go-live; and
2. Budget Preparation Release 1.6. to Release 3.8 prior to Payroll go-live.

3.5 Create: Stage 3, AMS Advantage Core HR Implementation (Project Plan Task 6.0)

3.5.1 Technical Environment Set-Up

- a. The County will perform the Tasks necessary to establish the technical environments to support the eCAPS Phase III – eHR Subproject 6 Core HR Implementation in accordance with the specifications provided in the Updated Technical Specifications Document for each of the following environments:
 - System Test;
 - Acceptance Test;
 - Training;
 - Learning; and
 - Mock Production;
- b. These Tasks include, but are not limited to, installation and testing of servers and system software, system software upgrades, definition of table spaces, printer set-up, establishment of network and Internet access.
- c. System Test and Acceptance Test environments separate from those established for the Payroll Implementation are required in order to maintain the integrity of the software migration path.
- d. Training and Learning Environments can be reused from the Payroll Implementation but are required to be refreshed in preparation for Core HR training.
- e. The County will be responsible for maintaining at least two (2) environments to facilitate the training effort: Training and Learning. This includes backups and restores of basic data in the environments to facilitate the training effort.
- f. The County will be responsible for a “Mock Production” (e.g. disaster recovery) environment for Core HR cutover rehearsal.

3.5.2 Reference Data Set-Up (Project Plan Task 6.5)

During the Envision phase conducted during eCAPS Phase II, the reference data set-ups were identified and documented. County will be responsible for recapping configuration. Using this information, the County will populate system tables and confirm that the tables have been populated correctly. In supporting this effort, CGI-AMS will recap configurations identified during the Fit-Gap Analysis and provide instructions to County staff for populating tables.

3.5.3 Policy & Procedure Development (Project Plan Task 6.3)

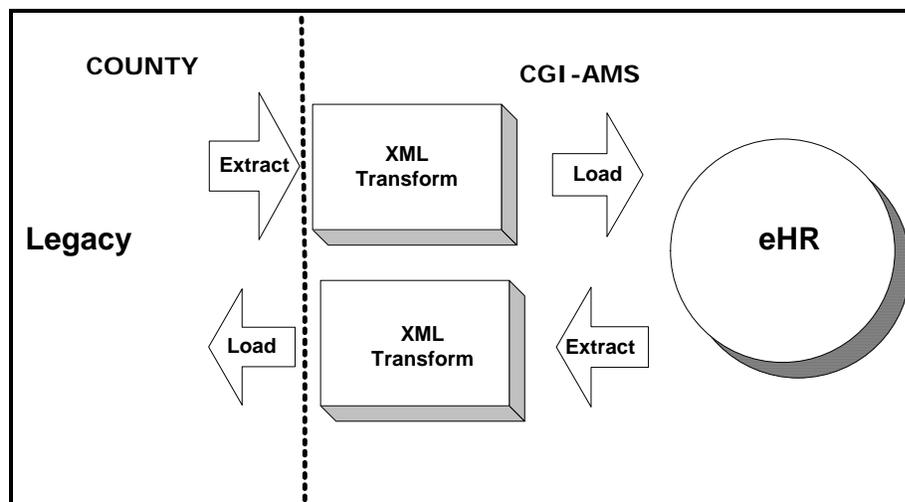
The County will be responsible for creating, updating and documenting County policies and procedures and any department-specific procedures and manuals affected by the implementation of eHR. CGI-AMS will provide AMS Advantage on-line help capability that can serve as a reference guide to assist the County's end user community in entering data into the eHR tables and documents.

3.5.4 Software Construction (Project Plan Task 6.6)

3.5.4.1 Inbound/Outbound Interfaces

- a. For inbound system interfaces, the County will extract data from the external systems and provide it in the file format prescribed by CGI-AMS. CGI-AMS will transform this data into the AMS Advantage format and load the inbound system interface files into eHR. If necessary, the County will be responsible for the analysis, planning, designing, developing and testing of modifications to the external systems software to support the inbound interfaces.
- b. For outbound system interfaces, CGI-AMS will extract data from eHR and transform this data into the file formats defined by the County as prescribed by external entities, if necessary. County staff or the staff the external systems accepting the eHR-generated files will load the files into their respective systems. If necessary, the County will be responsible for the analysis, planning, designing, developing and testing of modifications to the external system software to support the outbound interfaces.
- c. A diagram illustrating the extract, transform and load activities referenced in a and b above is provided in Exhibit 1-2 Extract-Transform-Load (ETL) Diagram below.

Exhibit 1-2 Extract-Transform-Load (ETL) Diagram



- d. Pervasive Data Integrator and SysManUtil will be the primary tools used for system interface development. Custom system interfaces will be limited to the extent possible. The number of interfaces to be developed by CGI-AMS is identified in Appendix D-6 (Interfaces). The County may request the development of additional interfaces through the Change Control process of the Agreement.

3.5.4.2 Data Conversion

- a. In accordance with Appendix E-6 (Conversions), the County requires that current employee data be converted and the County will be responsible for the data cleansing (i.e., planning and execution of the data cleansing procedures and software) of this data prior to conversion and after the execution of the conversion process in the target application. The current County data will be converted as of a snapshot in time. The County is responsible for all historical data storage and archiving.
- b. The County will be responsible for verification, validation, and cleansing of all legacy data.
- c. Pervasive Data Integrator will be the primary tool used for data conversion. Custom (non-Pervasive Data Integrator based) data conversion will be limited to the extent possible. The County will provide data in the format required by CGI-AMS per the project schedule. The County will be responsible for any manual data conversion as identified in the Implementation Analysis Document which was approved by the County.

3.5.5 Software Testing (Project Plan Task 6.7)

3.5.5.1 User Acceptance Test (Project Plan Task 6.7.2.2)

The County will be responsible for planning and conducting the User Acceptance Tests. The UAT of software customizations will be completed in accordance with the Project Plan due dates.

3.5.6 Data Cleansing (Project Plan Task 6.4)

The County will design, develop, and test procedures and software for cleansing and correcting all data to be used as input to the eHR conversion process and in the application databases after execution of the conversion.

3.5.7 Preparation for Implementation (Project Plan Task 6.8)

3.5.7.1 Security and Workflow Setup (Project Plan Task 6.8.1)

- a. The security roles and workflow rules related to payroll processing will have already been established as a part of the Payroll Implementation.

- b. Only security roles and workflow rules required to support the Core HR modules will be established during this Task.

3.5.7.2 Knowledge Transfer & Training (Project Plan Task 6.8.4)

- a. In order to facilitate the knowledge transfer necessary to prepare for their ongoing eHR support roles, the County will provide technical staff to assist with the evaluation, application, and testing of upgrades, patches, and sub-releases of the AMS Advantage eHR application and related third-party products.
- b. The County will assume responsibility for the roll-out and execution of end-user training. The County will provide the training facilities and equipment for all training. The County will be responsible for populating and updating the training databases and maintaining the training application on an ongoing basis upon the implementation of eHR. Computer-Based Training (CBT) will be administered from a centralized server. In addition, the project plan assumes utilization of the AMS Advantage HRM application training materials (as customized per the Training Plan) and standard training methodologies as the basis for conducting training of the HRM modules implemented.
- c. The County will be responsible for providing WebX functionality required to conduct training.

3.6 Achieve: Stage 1, AMS Advantage Talent Management Implementation (Project Plan Task 7.0)

3.6.1 Post-Implementation Support (3 months for phase 1 and 1 month for each additional phase) (Project Plan Task 7.1.4, 7.2.4, 7.3.4, 7.4.4)

- a. An AMS Advantage Talent Management Implementation Consultant (IC) will be available for the duration of the project roll-outs and for one month after the last go-live date for configuration questions and issues. An AMS Advantage Talent Management Technical Consultant (TC) will begin weekly calls after go-live and work with the County on an ongoing basis. The TC will also manage open ticket escalation; and conduct ongoing configuration work, as agreed upon.
- b. For purposes of providing post-implementation support for Stage 1, AMS Advantage Talent Management, CGI-AMS will provide 1 FTE for the ninety (90) day period immediately following the live production of phase 1 and thirty (30) days for each of the three (3) additional rollouts of the AMS Advantage Talent Management Stage as set forth in the Project Plan.

3.7 Achieve: Stage 2, AMS Advantage Payroll (Project Plan Task 8.0)

3.7.1 Production Cutover (Project Plan Task 8.1)

The County will participate in the production cutover and rehearsal activities in accordance with the production cutover script developed by CGI-AMS. County responsibilities include but are not limited to:

- Review cutover scripts developed by CGI-AMS;
- Review online table set-up;
- Verify converted data;
- Verify software migration; and
- Backup production data prior to cutover.

3.7.2 Post-Implementation Support (Project Plan Task 8.2)

- a. The County will maintain current enrollment in the AMS Advantage maintenance program if the County wishes to receive software updates and upgrades during the term of this Agreement. The County will be solely responsible for maintaining and upgrading hardware and systems software subject to CGI-AMS's warranty and maintenance provisions.
- b. For purposes of providing post-implementation support for Stage 2, Payroll, CGI-AMS will provide 5 FTEs for the ninety (90) day period immediately following live production of the Payroll modules as set forth in the Project Plan. Commencing upon the expiration of the ninety (90) day period described in the immediately preceding sentence, CGI-AMS will provide 4 FTEs for an additional thirty (30) day period for purposes of providing post-implementation support as set forth in the Project Plan.

3.8 Achieve: Stage 3, AMS Advantage Core HR (Project Plan Task 9.0)

3.8.1 Production Cutover (Project Plan Task 9.2)

a. The County will participate in the production cutover and rehearsal activities in accordance with the production cutover script developed by CGI-AMS. County responsibilities include but are not limited to:

- Review cutover scripts developed by CGI-AMS;
- Review online table set-up;
- Verify converted data;
- Verify software migration; and
- Backup production data prior to cutover.

- b. The County will have implemented Time Collection in all County departments prior to the implementation of Core HR.
- c. The Time Collection application will be upgraded from Release 3.6 to Release 3.8 with the Core HR Implementation.
- d. In preparation for implementing the Position Control functionality in production, operations, the County will begin the budgeting process for Position Control in the Budget Prep system using all values required by eHR for the 2012 fiscal year. Position information will minimally contain the positions department, unit, funding, and FTE information.

3.8.2 Post-Implementation Support (Project Plan Task 9.3)

- a. The County will maintain current enrollment in the AMS Advantage maintenance program if the County wishes to receive software updates and upgrades during the term of this Agreement. The County will be solely responsible for maintaining and upgrading hardware and systems software subject to CGI-AMS's warranty and maintenance provisions.
- b. For purposes of providing post-implementation support for Stage 3, Core HR Implementation, CGI-AMS will provide 3 FTE's for the ninety (90) day period immediately following live production of Core HR as set forth in the Project Plan.

4 Project Management Assumptions

This section of the SOW narrative provides an overview of the project management-related Tasks, Work Products, and Deliverables to be completed by CGI-AMS and the roles and responsibilities of CGI-AMS staff responsible for overseeing the direction, quality, and timeliness of CGI-AMS's work on Subproject 6. CGI-AMS's assumptions for the County's responsibilities and other project management-related activities are provided below.

4.1 Planning & Management (Project Plan Task 1.0)

- a. The County and CGI-AMS will follow a closely coordinated and collaborative approach to project management for Subproject 6 through the use of the eHR Project Management Plan. The County and CGI-AMS Team Leads will jointly maintain the eCAPS Phase III - eHR Subproject 6 Project Management Plan for the eHR project and provide status reporting on project progress to the County and CGI-AMS eHR Project Management Team.
- b. County will appoint a team of dedicated key personnel as Functional Team Leads. These leads and their respective support staffs will be responsible for completing the County's Tasks on Subproject 6 as outlined in Appendix B-6 (Project Plan). The County will supply the project infrastructure necessary to

support the co-location of the County and CGI-AMS teams, and completion of Subproject 6 Tasks as outlined in Appendix I-6 (Subproject Architecture and Schematic).

- c. County staff will have the lead responsibility for all communications to County departments and third-party vendors related to Subproject 6, including, but not limited to: informational briefings, executive briefings, identification and coordination with departmental liaisons, etc. The County will provide staff to support the clerical and administrative Tasks for Subproject 6, including, but not limited to: meeting scheduling, conference room reservations, copying, filing paperwork, etc.

5 Software Application

- a. This section of the SOW narrative presents assumptions for the AMS Advantage application and third-party software products that will be installed in the eCAPS technical environments.
- b. The County will install the Baseline Application Software, Approved Third-Party Software and Application Software Customizations in the creation of eHR environments.
- c. County is responsible for all software migrations and for ensuring that software is migrated correctly.
- d. County staff already knowledgeable in environment creation and maintenance will train any other County staff responsible for technical environment activities.

6 Data Warehouse and Reporting

- a. The eHR SOW narrative and Appendix B-6 (Project Plan) were prepared with the understanding that the AMS infoAdvantage reporting tool will not be used to support the County's reporting requirements; instead the County will use Cognos. Wherever possible, the County will leverage the use of AMS Advantage online inquiry windows and ad hoc queries/reports using Cognos in lieu of creating new pre-defined custom reports to support its reporting business requirements, consistent with the County's business needs.
- b. The County is solely responsible for Cognos. CGI-AMS will not provide support for Cognos.
- c. The County will set up the Cognos reporting environment for the eHR Data Warehouse. However, some reports may be required to run against the operational database. The County will be responsible for sizing the eHR reporting databases and servers, conducting the performance tuning of the Cognos configuration to support the performance targets for the eHR reports.
- d. As it relates to the County's Interim Data Warehouse Solution, the County will be responsible for conversion of data from the interim data warehouse solution to

the final eHR Data Warehouse. The County will be responsible for updating framework manager models and packages and reports to point to the final eHR Data Warehouse Data Model.

- e. The County will assign functional and technical staff with sufficient knowledge of departmental systems to participate in a review of the legacy reports. The County and CGI-AMS will work together to finalize, prioritize, and assign complexity to the list of reports to be analyzed and developed. CGI-AMS shall provide assistance in confirming the AMS Advantage data sources for the reports being analyzed. The County will review and provide feedback per the project schedule for the eHR report design specifications developed by CGI-AMS.
- f. The County will also be responsible for determining the parameters for reports distribution to facilitate the viewing, printing, and routing of eHR operational reports. CGI-AMS will conduct an analysis of up to 500 reports (up to 150 related to the Payroll Implementation and 350 related to Core HR Implementation) and will develop up to 300 reports (up to 100 related to the Payroll Implementation and 200 related to Core HR Implementation). Reports have been identified as 25% low complexity, 50% medium complexity, and 25% high complexity, and the reports to be analyzed and developed by CGI-AMS will follow this breakdown. The County will be responsible for all forms and the extract files (.dat) needed to produce the information for the forms.
- g. Software customization efforts include both Data Warehouse and ETL updates which are based upon business requirements and modification identified in the Implementation Analysis Document. Any additional requirements to update the Data Warehouse and/or ETL processes will require a change order. In addition, through the Change Control process of the SLS, the County may request the analysis of more than 500 reports and/or the development of more than the stated 300 reports.
- h. Design of reports will not impact other CGI-AMS obligations, such as performance degradation. An escalation process to resolve report issues will be included in the Project Control Document.
- i. The eHR Data Warehouse will be populated with the data generated by the eHR system and will not contain data generated by AMS Advantage Talent Management.
- j. AMS Advantage Talent Management is expected to be a hosted solution with a separate supporting operational database and no data warehouse capability. It is assumed that the hosted solution will provide its own reporting capability and Cognos will not be utilized.

7 Technical

- a. This section of the SOW narrative presents an overview of CGI-AMS's response to the County's technical requirements and CGI-AMS's Tasks related to data conversion and interface development not already included in Section 3.

- b. The County will create any new technical environments and will install any additional instances of the AMS Advantage or Approved Third-Party Software as permitted by the applicable license agreement(s).
- c. The County will be solely responsible for maintaining and upgrading hardware and systems software subject to CGI-AMS's warranty and maintenance provisions.
- d. The County will provide subject matter experts (SME) and legacy system staff to work with CGI-AMS.

8 Change Management and Training

- a. This section of the SOW narrative presents an overview of the responsibilities with regard to change management and training.
- b. The County and CGI-AMS will jointly conduct training sessions.
- c. The County will be primarily responsible for communicating and monitoring for department all operations readiness.
- d. The County will be responsible for creating and updating fiscal policies and procedures and any department-specific procedures and manuals.

9 Maintenance and Support (including Platinum Support)

- a. CGI-AMS will not replicate the County's production environment, but rather will run a copy of the County's eHR solution in both a development/staging environment and a system test environment;
- b. Cognos support is not included in AMS Advantage Platinum Support and Maintenance (PSM);
- c. Code merges and the "packaged" software to be provided to the County are included in PSM, but consulting hours to implement any conversion or upgrade activities are not included; and
- d. Consulting hours to assist the County in implementing any "package" or release are not included in PSM.

Attachment M-6 – Context Diagram

This is an Attachment to Appendix M-6 - Subproject Assumptions.

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eHR Context Diagram

Participating Organizations

L A C Departments (39 departments)

Project Tasks and Responsibilities



Envision Phase

Complete

Key Assumptions

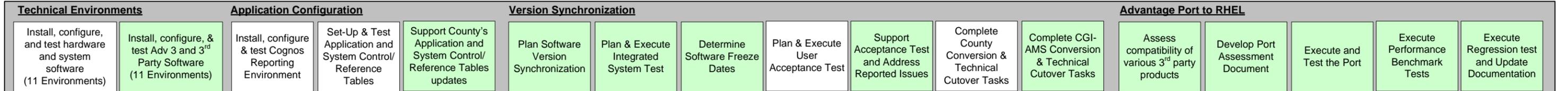
The source code on the County's legacy systems (CWTAPPS and CWPAY) to be frozen while Create and Achieve Phases are underway

eCAPS financial upgrade to Advantage Financial 3.8 is completed prior to Payroll implementation

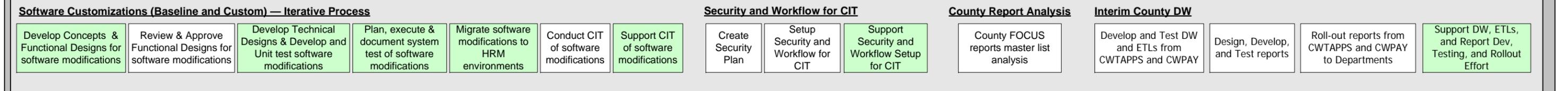
The County will review and provide feedback for the deliverables completed by CGI-AMS within 10 working days of deliverable submission to the County

TC Collection will be rolled out to all County departments before Core HR Implementation

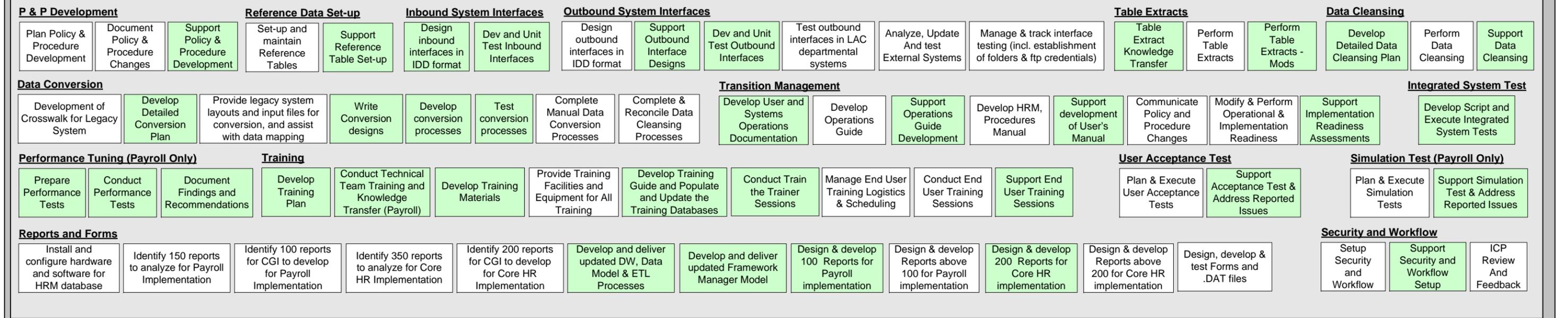
Create Phase



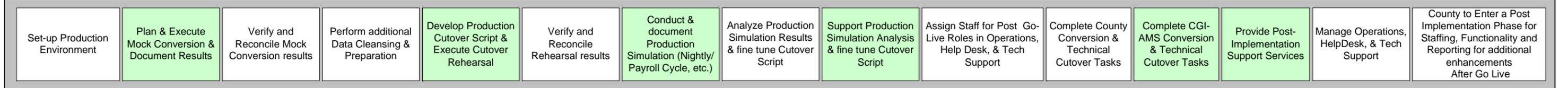
Software Modification Stage



Implementation Stage Payroll and Core HR



Achieve Phase



Legend



County Responsibility



CGI-AMS Responsibility

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Talent Management Context Diagram

Participating Organizations

L A C Departments (39 departments)

Project Tasks and Responsibilities



Envision Phase

Complete

Key Assumptions

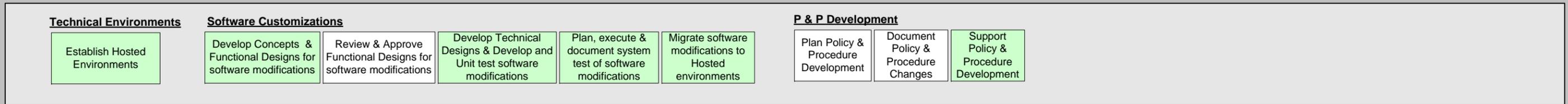
The AMS Advantage Talent Management Solution will be hosted by a third party provider.

Department Rollout of AMS Advantage Talent Management will be completed within four rollouts.

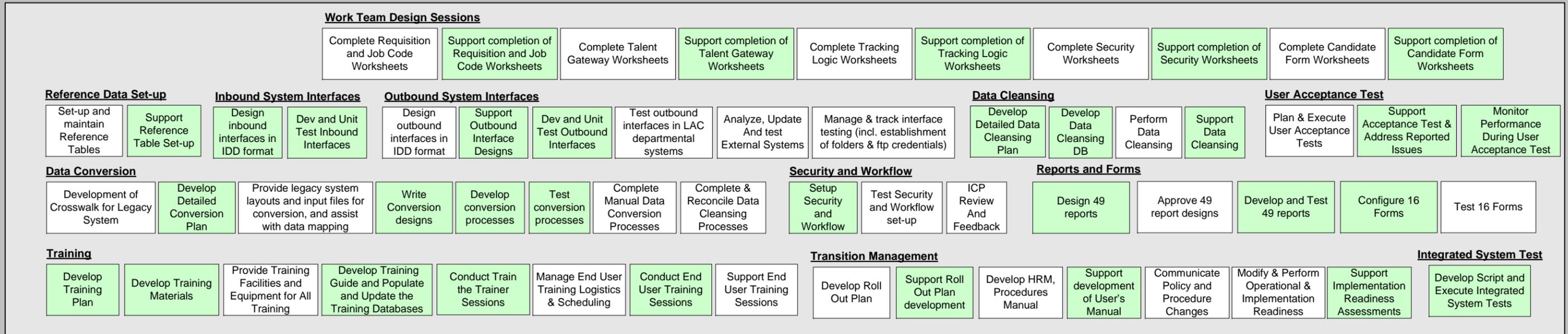
The County will review and provide feedback for the deliverables completed by CGI-AMS within 10 working days of deliverable submission to the County

Create Phase

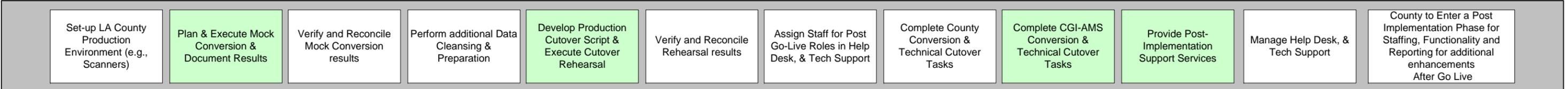
Software Modification Stage



Implementation Stage



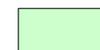
Achieve Phase



Legend



County Responsibility



CGI-AMS Responsibility

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Exhibit B-6 – Schedule of Payments

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Exhibit B-6 eHR Schedule of Payments

Milestone	Payment Deliverable	Due Date	Deliverable Amount	Holdback (15%)	Invoice Amount
1.1.7	eCAPS Phase III - eHR Project Control Document	05/31/07	\$30,000.00	\$4,500.00	\$25,500.00
1.2.4	Monthly Status Reports (May 2007 - March 2012; 59 Months @ \$94,915.00 per Month less \$14,237.25 Holdback)	5th working day of each month	\$5,599,985.00	\$839,997.75	\$4,759,987.25
2.1.4	Talent Management Final Process Map - Rollout 1	09/13/07	\$112,500.00	\$16,875.00	\$95,625.00
3.1.1.1.2.2.3	Talent Management Process Map - Rollout 1	05/18/07	\$150,000.00	\$22,500.00	\$127,500.00
3.1.1.2.13	Talent Management Updated Process Map - Rollout 1	06/11/07	\$112,500.00	\$16,875.00	\$95,625.00
3.1.1.4.1.2	Talent Management Data Cleansing Plan - Rollout 1	07/10/07	\$112,600.00	\$16,890.00	\$95,710.00
3.1.1.4.1.6	Talent Management Data Cleansing Support - Rollout 1	10/18/07	\$235,030.00	\$35,254.50	\$199,775.50
3.1.1.4.2.2	Talent Management Conversion Plan - Rollout 1	08/07/07	\$72,100.00	\$10,815.00	\$61,285.00
3.1.2.4	Talent Management UAT/Training, Conversion/Staging, and Production Environments - Rollout 1	06/25/07	\$140,800.00	\$21,120.00	\$119,680.00
3.1.4.1.1.5	Talent Management Inbound Interface Designs	10/30/07	\$85,200.00	\$12,780.00	\$72,420.00
3.1.4.1.1.8	Talent Management Inbound Interface Software	11/30/07	\$127,800.00	\$19,170.00	\$108,630.00
3.1.4.1.2.5	Talent Management Outbound Interface Software	12/05/07	\$250,000.00	\$37,500.00	\$212,500.00
3.1.4.2.1.5	Talent Management Conversion Designs - Rollout 1	10/25/07	\$138,100.00	\$20,715.00	\$117,385.00
3.1.4.2.3	Talent Management Conversion Complete - Rollout 1	12/17/07	\$225,200.00	\$33,780.00	\$191,420.00
3.1.4.3.1.5	Talent Management Report Designs (49 Reports) - Rollout 1	09/07/07	\$180,000.00	\$27,000.00	\$153,000.00
3.1.4.3.2.3	Talent Management Report Software (49 Reports) - Rollout 1	10/22/07	\$270,000.00	\$40,500.00	\$229,500.00
3.1.4.3.7	Talent Management Forms (15 Forms) - Rollout 1	07/03/07	\$82,080.00	\$12,312.00	\$69,768.00
3.1.5.1.6	Talent Management Integrated System Test Plan, Scripts & Results - Rollout 1	01/23/08	\$195,825.00	\$29,373.75	\$166,451.25
3.1.5.2.8	Talent Management User Acceptance Test Support - Rollout 1	03/14/08	\$235,030.00	\$35,254.50	\$199,775.50
3.1.6.1.7	Talent Management Configured Security & Workflow Tables - Rollout 1	08/31/07	\$83,440.00	\$12,516.00	\$70,924.00
3.1.6.2.1.4	Talent Management Training Plan and Materials - Rollout 1	01/17/08	\$28,000.00	\$4,200.00	\$23,800.00
3.1.6.2.2.3	Talent Management Trainer and End User Training - Rollout 1	03/31/08	\$64,000.00	\$9,600.00	\$54,400.00
3.1.6.4.1.5	Talent Management User Documentation	11/02/07	\$56,300.00	\$8,445.00	\$47,855.00
3.1.6.4.2.5	Talent Management System Documentation	03/17/08	\$56,300.00	\$8,445.00	\$47,855.00
3.2.4.2.3	Talent Management Forms (2 Forms) - Rollout 2	05/21/08	\$13,450.00	\$2,017.50	\$11,432.50
3.3.4.2.3	Talent Management Forms (2 Forms) - Rollout 3	07/16/08	\$13,450.00	\$2,017.50	\$11,432.50
3.4.4.2.3	Talent Management Forms (2 Forms) - Rollout 4	10/10/08	\$13,450.00	\$2,017.50	\$11,432.50
4.1.6	eHR Project Team Kick-off Meeting	05/21/07	\$28,200.00	\$4,230.00	\$23,970.00
4.1.7.2	Project Team Product Training	05/25/07	\$25,000.00	\$3,750.00	\$21,250.00
4.2.1.1.5	AMS Advantage 3, 3rd Party Tools Installation - Baseline Environment	06/12/07	\$49,280.00	\$7,392.00	\$41,888.00
4.2.1.2.5	AMS Advantage 3, 3rd Party Tools Installation - Development / Unit Test Environment	07/11/07	\$49,280.00	\$7,392.00	\$41,888.00
4.2.1.3.5	AMS Advantage 3, 3rd Party Tools Installation - System Test Environment	08/08/07	\$49,280.00	\$7,392.00	\$41,888.00
4.2.1.4.5	AMS Advantage 3, 3rd Party Tools Installation - Conversion Environment	09/20/07	\$49,280.00	\$7,392.00	\$41,888.00
4.3.7	Reference Data Support for Client Iteration Testing	08/27/07	\$169,000.00	\$25,350.00	\$143,650.00
4.4.1.1.4	Concept Papers - Iteration 1	06/26/07	\$423,600.00	\$63,540.00	\$360,060.00
4.4.1.1.9	Functional Designs - Iteration 1	08/03/07	\$847,200.00	\$127,080.00	\$720,120.00
4.4.1.1.14	Application Software Modifications - Iteration 1	11/09/07	\$2,118,000.00	\$317,700.00	\$1,800,300.00
4.4.1.1.17	Client Iteration Test Support - Iteration 1	12/27/07	\$281,530.00	\$42,229.50	\$239,300.50
4.4.1.2.4	Concept Papers - Iteration 2	07/10/07	\$423,600.00	\$63,540.00	\$360,060.00
4.4.1.2.9	Functional Designs - Iteration 2	10/04/07	\$847,200.00	\$127,080.00	\$720,120.00
4.4.1.2.14	Application Software Modifications - Iteration 2	03/19/08	\$1,694,400.00	\$254,160.00	\$1,440,240.00
4.4.1.2.17	Client Iteration Test Support - Iteration 2	04/30/08	\$281,530.00	\$42,229.50	\$239,300.50
4.4.1.3.4	Concept Papers - Iteration 3	09/04/07	\$423,600.00	\$63,540.00	\$360,060.00
4.4.1.3.9	Software Modifications Functional Designs - Iteration 3	01/08/08	\$423,600.00	\$63,540.00	\$360,060.00
4.4.1.3.14	Application Software Modifications - Iteration 3	10/06/08	\$1,270,800.00	\$190,620.00	\$1,080,180.00
4.4.1.3.17	Client Iteration Test Support - Iteration 3	11/19/08	\$281,530.00	\$42,229.50	\$239,300.50
	Release of Withhold 3 - Stage 2 (33%) "90-days Post Iteration 1 of Stage 2 Modifications"	02/07/08			\$461,171.21
	Release of Withhold 4 - Stage 2 (67%) "90-days Post Iteration 3 Stage 2 Modifications"	01/04/09			\$936,317.30
4.4.2.1.1.5	Inbound Interface Designs - Payroll	04/18/08	\$100,000.00	\$15,000.00	\$85,000.00
4.4.2.1.1.10	Inbound Interface Designs - Payroll (Temporary)	04/30/08	\$150,000.00	\$22,500.00	\$127,500.00
4.4.3.1.5	eHR Conversion Plan (Payroll)	02/08/08	\$625,000.00	\$93,750.00	\$531,250.00
4.4.3.2.1.6	Data Conversion Designs - Payroll	05/29/08	\$432,500.00	\$64,875.00	\$367,625.00
4.5.3.12	County Interim DW Development Support - 1	07/11/07	\$84,480.00	\$12,672.00	\$71,808.00
4.5.3.14	County Interim DW Development Support - 2	09/21/07	\$84,480.00	\$12,672.00	\$71,808.00

Milestone	Payment Deliverable	Due Date	Deliverable Amount	Holdback (15%)	Invoice Amount
4.5.3.16	County Interim DW Development Support - 3	12/04/07	\$84,480.00	\$12,672.00	\$71,808.00
4.5.3.18	County Interim DW Development Support - 4	02/14/08	\$84,480.00	\$12,672.00	\$71,808.00
4.5.3.20	County Interim DW Development Support - 5	04/25/08	\$84,480.00	\$12,672.00	\$71,808.00
4.5.3.22	County Interim DW Development Support - 6	07/11/08	\$84,480.00	\$12,672.00	\$71,808.00
4.5.3.24	County Interim DW Development Support - 7	09/26/08	\$84,480.00	\$12,672.00	\$71,808.00
4.6.5	Policy & Procedure Development Support - 1	04/28/08	\$337,900.00	\$50,685.00	\$287,215.00
4.6.7	Policy & Procedure Development Support - 2	07/25/08	\$337,900.00	\$50,685.00	\$287,215.00
4.6.9	Policy & Procedure Development Support - 3	10/27/08	\$337,900.00	\$50,685.00	\$287,215.00
4.6.11	Policy & Procedure Development Support - 4	02/02/09	\$337,900.00	\$50,685.00	\$287,215.00
4.7.1.5	Data Cleansing Plan	04/30/08	\$250,000.00	\$37,500.00	\$212,500.00
4.7.1.9	Data Cleansing Support - 1	06/30/08	\$225,300.00	\$33,795.00	\$191,505.00
4.7.1.11	Data Cleansing Support - 2	08/29/08	\$225,300.00	\$33,795.00	\$191,505.00
4.7.1.13	Data Cleansing Support - 3	10/31/08	\$225,300.00	\$33,795.00	\$191,505.00
4.7.1.15	Data Cleansing Support - 4	12/31/08	\$225,300.00	\$33,795.00	\$191,505.00
4.8.1.7	Security & Workflow Plan Support	10/30/08	\$250,000.00	\$37,500.00	\$212,500.00
4.8.2.6	Security & Workflow Setup Support - Client Iteration Test	10/30/08	\$150,000.00	\$22,500.00	\$127,500.00
4.9.1.5	Training Plan	03/09/09	\$198,000.00	\$29,700.00	\$168,300.00
5.1.6	Payroll Implementation Kick-off Meeting	11/25/08	\$28,200.00	\$4,230.00	\$23,970.00
5.2.1.1.5	AMS Advantage 3, 3rd Party Tools Installation - Training Environment	01/23/09	\$49,280.00	\$7,392.00	\$41,888.00
5.2.1.2.5	AMS Advantage 3, 3rd Party Tools Installation - Learning Environment	02/06/09	\$28,140.00	\$4,221.00	\$23,919.00
5.3.9	Reference Data Support for Production - 1	12/15/08	\$530,000.00	\$79,500.00	\$450,500.00
5.3.11	Reference Data Support for Production - 2	03/13/09	\$530,000.00	\$79,500.00	\$450,500.00
5.3.13	Reference Data Support for Production - 3	06/10/09	\$530,000.00	\$79,500.00	\$450,500.00
5.3.15	Reference Data Support for Production - 4	09/04/09	\$530,000.00	\$79,500.00	\$450,500.00
5.4.4	Technical Project Team Training	09/29/08	\$25,520.00	\$3,828.00	\$21,692.00
5.5.1.1.1.3	Inbound Interface Software - Payroll	12/23/08	\$200,000.00	\$30,000.00	\$170,000.00
5.5.1.1.2.3	Inbound Interface Software - Payroll (Temporary)	12/31/08	\$250,000.00	\$37,500.00	\$212,500.00
5.5.1.2.1.3	Outbound Interface Software - Payroll	12/23/08	\$750,000.00	\$112,500.00	\$637,500.00
5.5.1.2.2.3	Outbound Interface Software - Payroll (Temporary)	12/31/08	\$400,000.00	\$60,000.00	\$340,000.00
5.5.2.1.1.6	Data Conversion Software - Payroll	04/20/09	\$750,000.00	\$112,500.00	\$637,500.00
5.5.3.4.1.4	Report Analysis Crosswalk of County Reports - Iteration 1	12/07/07	\$736,000.00	\$110,400.00	\$625,600.00
5.5.3.4.2.4	Report Analysis Crosswalk of County Reports - Iteration 2	03/12/08	\$736,000.00	\$110,400.00	\$625,600.00
5.5.3.5.1.2	Updated Data Warehouse - Drop 1	01/30/08	\$274,640.00	\$41,196.00	\$233,444.00
5.5.3.5.1.4	Updated Data Warehouse - Drop 2	06/30/08	\$205,980.00	\$30,897.00	\$175,083.00
5.5.3.5.1.6	Updated Data Warehouse - Drop 3	11/26/08	\$205,980.00	\$30,897.00	\$175,083.00
5.5.3.5.6	Updated infoAdvantage DataModel	03/02/09	\$480,550.00	\$72,082.50	\$408,467.50
5.5.3.5.10	Updated eHR Data Warehouse	11/19/08	\$640,710.00	\$96,106.50	\$544,603.50
5.5.3.6.1.5	Updated infoAdvantage ETL designs	01/27/09	\$320,320.00	\$48,048.00	\$272,272.00
5.5.3.6.2.4	Updated infoAdvantage ETL software	02/26/09	\$480,550.00	\$72,082.50	\$408,467.50
5.5.3.7.1.2	Master Framework Manager Model	01/06/09	\$228,800.00	\$34,320.00	\$194,480.00
5.5.3.7.2.1.2	COGNOS Framework Model / Package 1	01/20/09	\$228,800.00	\$34,320.00	\$194,480.00
5.5.3.7.2.2.2	COGNOS Framework Model / Package 2	01/20/09	\$228,800.00	\$34,320.00	\$194,480.00
5.5.3.8.1.1.5	eHR Report Designs - Iteration 1 (75 Reports)	05/14/08	\$548,240.00	\$82,236.00	\$466,004.00
5.5.3.8.1.2.5	eHR Report Designs - Iteration 2 (25 Reports)	08/27/09	\$182,750.00	\$27,412.50	\$155,337.50
5.5.3.8.2.1.3	eHR Report Software - Iteration 1 (75 Reports)	04/21/09	\$822,360.00	\$123,354.00	\$699,006.00
5.5.3.8.2.2.3	eHR Report Software - Iteration 2 (25 Reports)	01/28/10	\$274,120.00	\$41,118.00	\$233,002.00
5.6.1.6	Integrated System Test Plan, Scripts & Results	01/05/09	\$549,400.00	\$82,410.00	\$466,990.00
5.6.2.1.5	AMS Advantage 3, 3rd Party Tools Installation - Acceptance Test Environment	09/15/08	\$49,280.00	\$7,392.00	\$41,888.00
5.6.2.2.9	User Acceptance Test Support - 1	02/11/09	\$325,400.00	\$48,810.00	\$276,590.00
5.6.2.2.11	User Acceptance Test Support - 2	04/09/09	\$325,400.00	\$48,810.00	\$276,590.00
5.6.2.2.13	User Acceptance Test Support - 3	06/10/09	\$325,400.00	\$48,810.00	\$276,590.00
5.6.3.1.5	AMS Advantage 3, 3rd Party Tools Installation - Production Environment	10/06/08	\$84,500.00	\$12,675.00	\$71,825.00
5.6.3.2.5	Performance Test Plan and Scripts	12/11/08	\$235,300.00	\$35,295.00	\$200,005.00
5.6.3.2.7	Performance Test Execution	03/27/09	\$353,000.00	\$52,950.00	\$300,050.00
5.6.3.2.10	Performance Tuning - Payroll	05/22/09	\$235,300.00	\$35,295.00	\$200,005.00
5.6.3.2.11	Performance Tuning - HRM	05/22/09	\$235,300.00	\$35,295.00	\$200,005.00
5.6.3.2.13	Performance Test Results	06/05/09	\$117,700.00	\$17,655.00	\$100,045.00
5.6.4.6	Simulation Test Support - 1	06/18/09	\$337,900.00	\$50,685.00	\$287,215.00
5.6.4.8	Simulation Test Support - 2	08/18/09	\$337,900.00	\$50,685.00	\$287,215.00
5.6.4.10	Simulation Test Support - 3	10/19/09	\$337,900.00	\$50,685.00	\$287,215.00
5.7.2.6	Security & Workflow Setup Support - 1	12/31/08	\$180,000.00	\$27,000.00	\$153,000.00
5.7.2.8	Security & Workflow Setup Support - 2	03/31/09	\$180,000.00	\$27,000.00	\$153,000.00
5.7.3.1.4	System Administration Training	04/03/09	\$30,000.00	\$4,500.00	\$25,500.00
5.7.3.2.1.6	End User Training Materials - General	11/19/08	\$100,000.00	\$15,000.00	\$85,000.00
5.7.3.2.1.8	End User Training Materials - Benefits Administration	11/19/08	\$225,000.00	\$33,750.00	\$191,250.00
5.7.3.2.1.10	End User Training Materials - Payroll and Payroll Accounting Management	11/19/08	\$300,000.00	\$45,000.00	\$255,000.00
5.7.3.2.2.5	Trainer Training	05/29/08	\$100,000.00	\$15,000.00	\$85,000.00

Milestone	Payment Deliverable	Due Date	Deliverable Amount	Holdback (15%)	Invoice Amount
5.7.3.2.3.6	End User Training Support - 1	08/14/08	\$165,000.00	\$24,750.00	\$140,250.00
5.7.3.2.3.8	End User Training Support - 2	09/30/08	\$165,000.00	\$24,750.00	\$140,250.00
5.7.3.2.3.10	End User Training Support - 3	11/18/08	\$165,000.00	\$24,750.00	\$140,250.00
5.7.4.1.6	AMS Advantage User Documentation	07/13/09	\$240,000.00	\$36,000.00	\$204,000.00
5.7.4.2.6	AMS Advantage System Documentation	05/04/09	\$180,000.00	\$27,000.00	\$153,000.00
5.7.4.3.5	eHR Operations Documentation Support	06/29/09	\$112,600.00	\$16,890.00	\$95,710.00
5.7.5.1.7	eHR Procedures Manual Support	05/11/09	\$337,900.00	\$50,685.00	\$287,215.00
5.7.5.2.3.9	eHR Implementation Readiness Assessment Support	04/01/09	\$169,000.00	\$25,350.00	\$143,650.00
5.8.3.1.5	Version Synchronization Integrated System Test Plan, Scripts and Results	07/10/09	\$704,000.00	\$105,600.00	\$598,400.00
5.8.3.2.6	Version Synchronization User Acceptance Test Support	10/16/09	\$563,200.00	\$84,480.00	\$478,720.00
5.8.4.2	Version Synchronization Production Cutover Script	11/03/09	\$140,800.00	\$21,120.00	\$119,680.00
5.8.4.5	Version Synchronization Production Cutover Support	11/09/09	\$422,400.00	\$63,360.00	\$359,040.00
6.1.6	Core HR Implementation Kick-off Meeting	02/08/10	\$28,200.00	\$4,230.00	\$23,970.00
6.2.1.1.5	AMS Advantage 3, 3rd Party Tools Installation - System Test Environment (Core HR)	02/12/10	\$49,280.00	\$7,392.00	\$41,888.00
6.3.5	Policy & Procedure Development Support - 5	06/24/10	\$330,220.00	\$49,533.00	\$280,687.00
6.3.7	Policy & Procedure Development Support - 6	09/21/10	\$330,220.00	\$49,533.00	\$280,687.00
6.3.9	Policy & Procedure Development Support - 7	12/20/10	\$330,220.00	\$49,533.00	\$280,687.00
6.3.11	Policy & Procedure Development Support - 8	03/18/11	\$330,220.00	\$49,533.00	\$280,687.00
6.4.1.5	Data Cleansing Plan (Core HR)	06/22/10	\$250,000.00	\$37,500.00	\$212,500.00
6.4.1.9	Data Cleansing Support - 5	08/19/10	\$220,000.00	\$33,000.00	\$187,000.00
6.4.1.11	Data Cleansing Support - 6	10/20/10	\$220,000.00	\$33,000.00	\$187,000.00
6.4.1.13	Data Cleansing Support - 7	12/20/10	\$220,000.00	\$33,000.00	\$187,000.00
6.4.1.15	Data Cleansing Support - 8	02/18/11	\$220,000.00	\$33,000.00	\$187,000.00
6.5.9	Reference Data Support for Production - 5	07/16/10	\$520,000.00	\$78,000.00	\$442,000.00
6.5.11	Reference Data Support for Production - 6	10/12/10	\$520,000.00	\$78,000.00	\$442,000.00
6.5.13	Reference Data Support for Production - 7	01/05/11	\$520,000.00	\$78,000.00	\$442,000.00
6.5.15	Reference Data Support for Production - 8	04/05/11	\$520,000.00	\$78,000.00	\$442,000.00
6.5.17	Reference Data Support for Production - 9	07/05/11	\$520,000.00	\$78,000.00	\$442,000.00
6.5.19	Reference Data Support for Production - 10	10/05/11	\$520,000.00	\$78,000.00	\$442,000.00
6.6.1.1.1.5	Inbound Interface Designs - Personnel	08/31/10	\$150,000.00	\$22,500.00	\$127,500.00
6.6.1.1.2.5	Inbound Interface Designs - Other	08/24/10	\$175,000.00	\$26,250.00	\$148,750.00
6.6.1.2.1.3	Inbound Interface Software - Personnel	03/15/11	\$180,000.00	\$27,000.00	\$153,000.00
6.6.1.2.2.3	Inbound Interface Software - Other	03/08/11	\$235,000.00	\$35,250.00	\$199,750.00
6.6.1.4.1.3	Outbound Interface Software - Personnel	03/15/11	\$385,000.00	\$57,750.00	\$327,250.00
6.6.1.4.2.3	Outbound Interface Software - Other	02/15/11	\$640,000.00	\$96,000.00	\$544,000.00
6.6.2.1.5	eHR Conversion Plan (Core HR)	06/22/10	\$275,000.00	\$41,250.00	\$233,750.00
6.6.2.2.1.6	Data Conversion Designs - Personnel	09/30/10	\$350,000.00	\$52,500.00	\$297,500.00
6.6.2.2.2.6	Data Conversion Designs - Other	09/30/10	\$230,000.00	\$34,500.00	\$195,500.00
6.6.2.3.1.6	Data Conversion Software - Personnel	08/11/11	\$540,600.00	\$81,090.00	\$459,510.00
6.6.2.3.2.6	Data Conversion Software - Other	08/11/11	\$400,000.00	\$60,000.00	\$340,000.00
6.6.3.3.1.4	Report Analysis Crosswalk of County Reports - Iteration 3	02/19/10	\$736,000.00	\$110,400.00	\$625,600.00
6.6.3.3.2.4	Report Analysis Crosswalk of County Reports - Iteration 4	05/14/10	\$552,000.00	\$82,800.00	\$469,200.00
6.6.3.3.3.4	Report Analysis Crosswalk of County Reports - Iteration 5	06/11/10	\$552,000.00	\$82,800.00	\$469,200.00
6.6.3.3.4.4	Report Analysis Crosswalk of County Reports - Iteration 6	07/09/10	\$368,000.00	\$55,200.00	\$312,800.00
6.6.3.4.5	Updated infoAdvantage DataModel (Core HR)	07/30/10	\$205,950.00	\$30,892.50	\$175,057.50
6.6.3.4.9	Updated eHR Data Warehouse (Core HR)	08/13/10	\$274,590.00	\$41,188.50	\$233,401.50
6.6.3.5.1.5	Updated infoAdvantage ETL designs (Core HR)	09/03/10	\$137,280.00	\$20,592.00	\$116,688.00
6.6.3.5.2.4	Updated infoAdvantage ETL software (Core HR)	10/01/10	\$205,950.00	\$30,892.50	\$175,057.50
6.6.3.6.1.2	Master Framework Manager Model (Core HR)	11/19/10	\$228,800.00	\$34,320.00	\$194,480.00
6.6.3.6.2.1.2	COGNOS Framework Model / Package 3	12/03/10	\$228,800.00	\$34,320.00	\$194,480.00
6.6.3.6.2.2.2	COGNOS Framework Model / Package 4	12/31/10	\$114,400.00	\$17,160.00	\$97,240.00
6.6.3.6.2.3.2	COGNOS Framework Model / Package 5	01/28/11	\$114,400.00	\$17,160.00	\$97,240.00
6.6.3.7.1.1.5	eHR Report Designs - Iteration 3 (100 Reports)	12/21/10	\$730,900.00	\$109,635.00	\$621,265.00
6.6.3.7.1.2.5	eHR Report Designs - Iteration 4 (75 Reports)	04/28/11	\$548,240.00	\$82,236.00	\$466,004.00
6.6.3.7.1.3.5	eHR Report Designs - Iteration 5 (25 Reports)	11/10/11	\$182,840.00	\$27,426.00	\$155,414.00
6.6.3.7.2.1.3	eHR Report Software - Iteration 3 (100 Reports)	05/10/11	\$1,096,480.00	\$164,472.00	\$932,008.00
6.6.3.7.2.2.3	eHR Report Software - Iteration 4 (75 Reports)	09/15/11	\$822,360.00	\$123,354.00	\$699,006.00
6.6.3.7.2.3.3	eHR Report Software - Iteration 5 (25 Reports)	02/16/12	\$274,120.00	\$41,118.00	\$233,002.00
6.7.1.6	Integrated System Test Plan, Scripts & Results (Core HR)	11/19/10	\$402,960.00	\$60,444.00	\$342,516.00
6.7.2.1.5	AMS Advantage 3, 3rd Party Tools Installation - Acceptance Test Environment (Core HR)	11/26/10	\$49,280.00	\$7,392.00	\$41,888.00
6.7.2.2.9	User Acceptance Test Support - 1 (Core HR)	02/04/11	\$235,280.00	\$35,292.00	\$199,988.00
6.7.2.2.11	User Acceptance Test Support - 2 (Core HR)	03/25/11	\$235,280.00	\$35,292.00	\$199,988.00
6.7.2.2.13	User Acceptance Test Support - 3 (Core HR)	05/13/11	\$235,280.00	\$35,292.00	\$199,988.00
6.8.1.1.7	Security & Workflow Plan Support - Updated	07/30/10	\$240,000.00	\$36,000.00	\$204,000.00
6.8.3.6	Security & Workflow Setup Support - 3	06/03/11	\$180,000.00	\$27,000.00	\$153,000.00
6.8.3.8	Security & Workflow Setup Support - 4	09/05/11	\$180,000.00	\$27,000.00	\$153,000.00
6.8.4.1.5	AMS Advantage 3, 3rd Party Tools Installation - Training / Learning Environments (Core HR)	02/04/11	\$49,280.00	\$7,392.00	\$41,888.00

Milestone	Payment Deliverable	Due Date	Deliverable Amount	Holdback (15%)	Invoice Amount
6.8.4.2.4	System Administration Training - Updated	02/11/11	\$30,000.00	\$4,500.00	\$25,500.00
6.8.4.3.1.6	End User Training Materials - General (Updated)	02/25/11	\$75,000.00	\$11,250.00	\$63,750.00
6.8.4.3.1.8	End User Training Materials - Position Control	02/25/11	\$225,000.00	\$33,750.00	\$191,250.00
6.8.4.3.1.10	End User Training Materials - Personnel Administration	02/25/11	\$225,000.00	\$33,750.00	\$191,250.00
6.8.4.3.1.12	End User Training Materials - Time & Attendance	02/25/11	\$175,000.00	\$26,250.00	\$148,750.00
6.8.4.3.1.14	End User Training Materials - Employee Self Service	02/25/11	\$175,000.00	\$26,250.00	\$148,750.00
6.8.4.3.2.5	Trainer Training (Core HR)	06/03/11	\$90,000.00	\$13,500.00	\$76,500.00
6.8.4.3.3.6	End User Training Support - 4	08/05/11	\$165,000.00	\$24,750.00	\$140,250.00
6.8.4.3.3.8	End User Training Support - 5	10/07/11	\$165,000.00	\$24,750.00	\$140,250.00
6.8.4.3.3.10	End User Training Support - 6	12/09/11	\$165,000.00	\$24,750.00	\$140,250.00
6.8.5.1.6	AMS Advantage User Documentation - Updated	08/05/11	\$90,000.00	\$13,500.00	\$76,500.00
6.8.5.2.6	AMS Advantage System Documentation - Updated	08/05/11	\$75,000.00	\$11,250.00	\$63,750.00
6.8.5.3.5	eHR Operations Documentation Support - Updated	09/30/11	\$103,900.00	\$15,585.00	\$88,315.00
6.8.6.1.7	eHR Procedures Manual Support - Updated	08/12/11	\$169,000.00	\$25,350.00	\$143,650.00
6.8.6.2.3.9	eHR Implementation Readiness Assessment Support (Core HR)	07/05/11	\$110,000.00	\$16,500.00	\$93,500.00
7.1.3.1.5	Talent Management Production Cutover Script - Rollout 1	03/07/08	\$84,500.00	\$12,675.00	\$71,825.00
7.1.3.9	Talent Management Production Cutover Support - Rollout 1	03/24/08	\$84,500.00	\$12,675.00	\$71,825.00
7.1.4.2	Talent Management Post-Implementation Support - Rollout 1, Month 1	04/30/08	\$28,200.00	\$4,230.00	\$23,970.00
7.1.4.4	Talent Management Post-Implementation Support - Rollout 1, Month 2	05/30/08	\$28,160.00	\$4,224.00	\$23,936.00
7.1.4.6	Talent Management Post-Implementation Support - Rollout 1, Month 3	06/30/08	\$28,160.00	\$4,224.00	\$23,936.00
	Release of Withhold 1 - Stage 1 (33%) "90-days Post Stage 1 Rollout 1 Go-Live"	06/22/08			\$184,604.06
7.2.3.1.5	Talent Management Production Cutover Script - Rollout 2	06/23/08	\$28,200.00	\$4,230.00	\$23,970.00
7.2.3.9	Talent Management Production Cutover Support - Rollout 2	06/23/08	\$84,500.00	\$12,675.00	\$71,825.00
7.2.4.2	Talent Management Post-Implementation Support - Rollout 2, Month 1	07/23/08	\$28,200.00	\$4,230.00	\$23,970.00
7.3.3.1.5	Talent Management Production Cutover Script - Rollout 3	09/24/08	\$28,200.00	\$4,230.00	\$23,970.00
7.3.3.9	Talent Management Production Cutover Support - Rollout 3	09/24/08	\$84,500.00	\$12,675.00	\$71,825.00
7.3.4.2	Talent Management Post-Implementation Support - Rollout 3, Month 1	10/24/08	\$28,200.00	\$4,230.00	\$23,970.00
7.4.3.1.5	Talent Management Production Cutover Script - Rollout 4	12/04/08	\$28,200.00	\$4,230.00	\$23,970.00
7.4.3.9	Talent Management Production Cutover Support - Rollout 4	12/04/08	\$84,500.00	\$12,675.00	\$71,825.00
7.4.4.2	Talent Management Post-Implementation Support - Rollout 4, Month 1	01/05/09	\$28,200.00	\$4,230.00	\$23,970.00
	Release of Withhold 2 - Stage 1 (67%) "90-days Post Stage 1 Rollout 4 Go-Live"	03/04/09			\$374,802.19
8.1.1.5	Payroll Production Cutover Script	11/13/09	\$306,960.00	\$46,044.00	\$260,916.00
8.1.10	Payroll Production Cutover Support	01/04/10	\$475,920.00	\$71,388.00	\$404,532.00
8.2.2	Payroll Post-Implementation Support - Month 1	01/29/10	\$140,800.00	\$21,120.00	\$119,680.00
8.2.4	Payroll Post-Implementation Support - Month 2	02/26/10	\$140,800.00	\$21,120.00	\$119,680.00
8.2.6	Payroll Post-Implementation Support - Month 3	03/31/10	\$140,800.00	\$21,120.00	\$119,680.00
8.2.6	Payroll Post-Implementation Support - Month 4	04/30/10	\$112,640.00	\$16,896.00	\$95,744.00
	Release of Withhold 5 - Stage 2 (33%) "90-days Post Stage 2 Go-Live"	04/04/10			\$1,514,314.52
	Release of Withhold 6 - Stage 2 (67%) "Completion of 1st W-2 Processing February 2011"	02/01/11			\$3,074,517.36
9.1.5	AMS Advantage 3, 3rd Party Tools Installation - Mock Production Environment (Core HR)	11/01/11	\$63,360.00	\$9,504.00	\$53,856.00
9.2.1.5	Core HR Production Cutover Script	11/11/11	\$250,000.00	\$37,500.00	\$212,500.00
9.2.10	Core HR Production Cutover Support	01/02/12	\$362,280.00	\$54,342.00	\$307,938.00
9.3.2	Core HR Post-Implementation Support - Month 1	01/31/12	\$84,480.00	\$12,672.00	\$71,808.00
9.3.4	Core HR Post-Implementation Support - Month 2	02/29/12	\$84,480.00	\$12,672.00	\$71,808.00
9.3.6	Core HR Post-Implementation Support - Month 3	03/30/12	\$84,480.00	\$12,672.00	\$71,808.00
	Release of Withhold 7 - Stage 3 (33%) "90-days Post Stage 3 Go-Live"	04/01/12			\$1,195,741.92
10.1.2	Port Assessment Document	09/04/07	\$300,000.00	\$45,000.00	\$255,000.00
10.2.5	Updated Port Assessment Document	12/07/07	\$300,000.00	\$45,000.00	\$255,000.00
10.3.3	Performance Benchmark Test Plan and Results	06/05/08	\$600,000.00	\$90,000.00	\$510,000.00
10.4.3	Final Certified Software with Documentation	10/06/08	\$300,000.00	\$45,000.00	\$255,000.00
	3rd Party Licenses	06/30/07	\$1,270,000.00		\$1,270,000.00
	Release of Withhold 8 - Stage 3 (67%) "Financial Close - September 2012"	09/30/12			\$2,427,718.44
Total Payments and Holdbacks			\$69,064,580.00	\$10,169,187.00	\$69,064,580.00

Exhibit C-6 – Rates

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 6.**

Please refer to Exhibit C of eCAPS Project Contract 74797.

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Exhibit D-6 – Project Schedule

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ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2			
				H2	H1	H2	H1													
0	HRM IMPLEMENTATION SUBPROJECT 6	1268 days	Tue 5/1/07																	
1	1 PLANNING & MANAGEMENT	1268 days	Tue 5/1/07																	
2	1.1 eHR Implementation Project Control Document (incl. plan, PM strategies, etc.)	22 days	Tue 5/1/07																	
3	1.1.1 Finalize Roles & Responsibilities and Project Plan	10 days	Tue 5/1/07																	
4	1.1.2 Establish Project Management Standards and Tools	4 days	Tue 5/1/07																	
5	1.1.3 Update Strategies for: Communication, Risk Mitigation, & Change Control	5 days	Mon 5/7/07																	
6	1.1.4 Review Project Control Document	5 days	Mon 5/14/07																	
7	1.1.5 Update Project Control Document	3 days	Mon 5/21/07																	
8	1.1.6 Approve Project Control Document	5 days	Thu 5/24/07																	
9	1.1.7 CGI-AMS Deliverable: eCAPS Phase III - eHR Project Control Document	0 days	Thu 5/31/07																	
10	1.2 Project Team Operations	1268 days	Tue 5/1/07																	
11	1.2.1 Provide Project Management Oversight / Maintain Project Plan	1267 days	Tue 5/1/07																	
12	1.2.2 Provide Quality & Risk Management	1267 days	Tue 5/1/07																	
13	1.2.3 Develop HRM Bi-Weekly and Monthly Status Reports	1267 days	Tue 5/1/07																	
14	1.2.4 CGI-AMS Deliverables: Monthly Status Reports	0 days	Fri 3/30/12																	
15	1.3 AMS Advantage Core HR Implementation (CWTAPPS Replacement) Validation of Plan	43 days	Mon 4/5/10																	
16	1.3.1 Perform validation of remaining project plan tasks and	20 days	Mon 4/5/10																	
17	1.3.2 Review results of effort	22 days	Mon 5/3/10																	
18	1.3.3 Conduct Final work sessions to discuss direction and recommend any changes to plan	1 day	Wed 6/2/10																	
19	2 CREATE: AMS Advantage Talent Management Software Modification	150 days	Tue 5/1/07																	
20	2.1 Modification Planning Meetings	95 days	Tue 5/1/07																	
21	2.1.1 Modification Planning Meetings planning	2 days	Tue 5/1/07																	
22	2.1.2 Modification planning Meetings Sessions	3 days	Thu 5/3/07																	
23	2.1.3 Iterative meetings	95 days	Tue 5/1/07																	
24	2.1.4 CGI-AMS Deliverable: Talent Management Final Process Map - Rollout 1	0 days	Thu 9/13/07																	
25	2.2 Technical Environment Set-Up	10 days	Tue 5/1/07																	
26	2.2.1 Establish Hosted Development Environment	10 days	Tue 5/1/07																	
27	2.2.2 Establish Hosted QA Environment	10 days	Tue 5/1/07																	
28	2.3 Reference Data Setup	34 days	Wed 6/13/07																	
29	2.3.1 Update System Reference Data Setup (for Modification Testing)	34 days	Wed 6/13/07																	
30	2.4 Software Construction	145 days	Tue 5/8/07																	
31	2.4.1 Develop Concept Papers	25 days	Tue 5/8/07																	
32	2.4.2 Review Concept Papers	20 days	Tue 5/22/07																	
33	2.4.3 Update Concept Papers	10 days	Wed 6/13/07																	
34	2.4.4 Approve Concept Papers	10 days	Wed 6/27/07																	
35	2.4.5 CGI-AMS Deliverable: Talent Management Completed Concept Papers	0 days	Wed 7/11/07																	
36	2.4.6 Develop Functional Designs	25 days	Wed 6/20/07																	
37	2.4.7 Review Functional Designs	15 days	Thu 7/12/07																	
38	2.4.8 Update Functional Designs	15 days	Thu 7/19/07																	
39	2.4.9 Approve Functional Designs	15 days	Thu 7/26/07																	
40	2.4.10 CGI-AMS Deliverable: Talent Management Functional Designs	0 days	Wed 8/15/07																	
41	2.4.11 Develop Technical Designs	45 days	Thu 7/19/07																	
42	2.4.12 Develop Software and Conduct Unit Tests	55 days	Thu 8/2/07																	
43	2.4.13 System/End to End Test	30 days	Mon 10/22/07																	
44	2.4.14 CGI-AMS Deliverable: Talent Management Application Software Modifications	0 days	Mon 12/3/07																	
45	2.5 Policy and Procedures Analysis	60 days	Tue 5/15/07																	
46	2.5.1 Plan Policy and Procedure Development	20 days	Tue 5/15/07																	
47	2.5.2 Document Policy and Procedure Changes	40 days	Wed 6/13/07																	
48	2.5.3 County Obligation: Updated Documented Policy and Procedures	0 days	Wed 8/8/07																	

ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2
				H2	H1	H2	H1										
49																	
50	3 CREATE: AMS Advantage Talent Management Implementation	404 days	Tue 5/1/07														
51	3.1 Talent Management Rollout 1	232 days	Tue 5/1/07														
52	3.1.1 Rollout Implementation Planning	117 days	Thu 5/3/07														
148	3.1.2 Technical Environment Set-Up	10 days	Tue 6/12/07														
153	3.1.3 Reference Tables Setup	134 days	Tue 6/5/07														
197	3.1.4 Software Construction	191 days	Tue 5/1/07														
313	3.1.5 Software Testing	154 days	Mon 8/6/07														
333	3.1.6 Preparation for Implementation	232 days	Tue 5/1/07														
385	3.2 Talent Management Rollout 2	60 days	Tue 4/1/08														
386	3.2.1 Rollout Implementation Planning	60 days	Tue 4/1/08														
459	3.2.2 Technical Environment Set-Up	5 days	Tue 4/1/08														
462	3.2.3 Reference Tables Setup	60 days	Tue 4/1/08														
478	3.2.4 Software Configuration	60 days	Tue 4/1/08														
502	3.2.5 Software Testing	60 days	Tue 4/1/08														
511	3.2.6 Preparation for Implementation	60 days	Tue 4/1/08														
543	3.3 Talent Management Rollout 3	60 days	Mon 6/30/08														
544	3.3.1 Rollout Implementation Planning	60 days	Mon 6/30/08														
617	3.3.2 Technical Environment Set-Up	5 days	Mon 6/30/08														
620	3.3.3 Reference Tables Setup	60 days	Mon 6/30/08														
636	3.3.4 Software Configuration	60 days	Mon 6/30/08														
660	3.3.5 Software Testing	60 days	Mon 6/30/08														
669	3.3.6 Preparation for Implementation	60 days	Mon 6/30/08														
701	3.4 Talent Management Rollout 4	60 days	Tue 9/9/08														
702	3.4.1 Rollout Implementation Planning	60 days	Tue 9/9/08														
775	3.4.2 Technical Environment Set-Up	5 days	Tue 9/9/08														
778	3.4.3 Reference Tables Setup	60 days	Tue 9/9/08														
794	3.4.4 Software Configuration	60 days	Tue 9/9/08														
818	3.4.5 Software Testing	60 days	Tue 9/9/08														
827	3.4.6 Preparation for Implementation	60 days	Tue 9/9/08														
859																	
860	4 CREATE: AMS Advantage HRM Software Modification	801 days	Tue 5/1/07														
861	4.1 eHR Project Team Kick-off	19 days	Tue 5/1/07														
862	4.1.1 Develop eHR Project Team Kick-off Materials	6 days	Tue 5/1/07														
863	4.1.2 Review eHR Project Team Kick-off Materials	5 days	Wed 5/9/07														
864	4.1.3 Update eHR Project Team Kick-off Materials	2 days	Wed 5/16/07														
865	4.1.4 Approve eHR Project Team Kick-off Materials	1 day	Fri 5/18/07														
866	4.1.5 Conduct eHR Project Team Kick-off Meeting	1 day	Mon 5/21/07														
867	<i>4.1.6 CGI-AMS Deliverable: eHR Project Team Kick-off Meeting</i>	<i>0 days</i>	<i>Mon 5/21/07</i>														
868	4.1.7 Project Team Product Training	15 days	Mon 5/7/07														
871	4.2 Technical Environment Set-Up	100 days	Tue 5/1/07														
872	4.2.1 Establish Technical Environments	100 days	Tue 5/1/07														
897	4.3 Reference Data Set-up	53 days	Wed 6/13/07														
898	4.3.1 Review Delivered Reference and Control Tables Setup	3 days	Wed 6/13/07														
899	4.3.2 Setup System Reference Table Data (from Fit-Gap Analysis)	30 days	Mon 6/18/07														
900	4.3.3 Test System Reference Tables	10 days	Tue 7/31/07														
901	4.3.4 Review & Approve System Reference Tables Setup	10 days	Tue 8/14/07														
902	<i>4.3.5 County Obligation: System Reference Data Setup</i>	<i>0 days</i>	<i>Mon 8/27/07</i>														
903	4.3.6 Support Reference Data Set-up	50 days	Mon 6/18/07														
904	<i>4.3.7 CGI-AMS Deliverable: Reference Data Support for Client Iteration Testing</i>	<i>0 days</i>	<i>Mon 8/27/07</i>														
905	4.4 Software Construction	394 days	Tue 5/1/07														
906	4.4.1 Application Customizations	394 days	Tue 5/1/07														
961	4.4.2 System Interfaces	100 days	Mon 12/10/07														

ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2
				H2	H1												
981	4.4.3 Data Conversion	125 days	Mon 12/3/07														
996	4.5 County Interim Data Warehouse Development	358 days	Tue 5/1/07														
997	4.5.1 Interim Software Installation and Environment Setup	30 days	Tue 5/1/07														
1001	4.5.2 Interim Report Development Environment Setup	30 days	Tue 5/1/07														
1005	4.5.3 County Interim DW Development and Implementation	358 days	Tue 5/1/07														
1030	4.6 Policy and Procedure Development	609 days	Mon 2/4/08														
1031	4.6.1 Plan Policy and Procedure Development	30 days	Mon 2/4/08														
1032	4.6.2 Document new Policy and Procedures and changes	579 days	Tue 3/18/08														
1039	4.6.3 County Obligation: Updated Policy and Procedures Documents	0 days	Wed 6/16/10														6/16
1040	4.6.4 Support Policy and Procedure Development -1	60 days	Mon 2/4/08														
1041	4.6.5 CGI-AMS Deliverable: Policy and procedure development support-1	0 days	Mon 4/28/08														4/28
1042	4.6.6 Support Policy and Procedure Development -2	62 days	Tue 4/29/08														
1043	4.6.7 CGI-AMS Deliverable: Policy and procedure development support-2	0 days	Fri 7/25/08														7/25
1044	4.6.8 Support Policy and Procedure Development -3	64 days	Mon 7/28/08														
1045	4.6.9 CGI-AMS Deliverable: Policy and procedure development support-3	0 days	Mon 10/27/08														10/27
1046	4.6.10 Support Policy and Procedure Development -4	66 days	Tue 10/28/08														
1047	4.6.11 CGI-AMS Deliverable: Policy and procedure development support-4	0 days	Mon 2/2/09														2/2
1048	4.7 Data Cleansing	397 days	Mon 2/11/08														
1049	4.7.1 Data Cleansing Plan	397 days	Mon 2/11/08														
1065	4.8 Security & Workflow Analysis	85 days	Tue 7/1/08														
1066	4.8.1 eHR Implementation Security Plan	85 days	Tue 7/1/08														
1074	4.8.2 Security and Workflow Setup - Client Iteration Test	17 days	Tue 10/7/08														
1081	4.9 Security & Workflow Analysis	65 days	Mon 12/8/08														
1082	4.9.1 Develop Training Plan	65 days	Mon 12/8/08														
1088																	
1089	5 CREATE: AMS Advantage Payroll Implementation	703 days	Tue 5/1/07														
1090	5.1 Payroll Implementation Kick-off	16 days	Mon 11/3/08														
1091	5.1.1 Develop Payroll Kick-off Materials	7 days	Mon 11/3/08														
1092	5.1.2 Review Payroll Kick-off Materials	5 days	Thu 11/13/08														
1093	5.1.3 Update Payroll Kick-off Materials	2 days	Thu 11/20/08														
1094	5.1.4 Approve Payroll Kick-off Materials	1 day	Mon 11/24/08														
1095	5.1.5 Conduct Payroll Kick-off Meeting	1 day	Tue 11/25/08														
1096	5.1.6 CGI-AMS Deliverable: Payroll Implementation Kick-off Meeting	0 days	Tue 11/25/08														11/25
1097	5.2 Technical Environment Set-Up	25 days	Mon 1/5/09														
1098	5.2.1 Establish Technical Environments	25 days	Mon 1/5/09														
1111	5.3 Reference Data Set-up	303 days	Mon 9/8/08														
1112	5.3.1 Review Delivered Reference Tables Setup	3 days	Mon 9/8/08														
1113	5.3.2 Setup System Reference Tables Data (from Fit-Gap Analysis and Solution Validation)	30 days	Thu 9/11/08														
1114	5.3.3 Test System Reference Tables	30 days	Fri 10/24/08														
1115	5.3.4 Update System Reference Tables	40 days	Wed 12/10/08														
1116	5.3.5 Review & Approve System Reference Tables Setup	10 days	Thu 2/5/09														
1117	5.3.6 County Obligation: Reference Data Setup	0 days	Wed 2/18/09														2/18
1118	5.3.7 Maintain Reference Tables	300 days	Thu 9/11/08														
1119	5.3.8 Support Reference Data Setup for Production -1	64 days	Thu 9/11/08														
1120	5.3.9 CGI-AMS Deliverable: Reference Data Support for Production-1	0 days	Mon 12/15/08														12/15
1121	5.3.10 Support Reference Data Setup for Production -2	63 days	Tue 12/16/08														
1122	5.3.11 CGI-AMS Deliverable: Reference Data Support for Production-2	0 days	Fri 3/13/09														3/13
1123	5.3.12 Support Reference Data Setup for Production -3	63 days	Mon 3/16/09														

ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2
				H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1
1124	5.3.13 CGI-AMS Deliverable: Reference Data Support for Production-3	0 days	Wed 6/10/09							6/10							
1125	5.3.14 Support Reference Data Setup for Production -4	62 days	Thu 6/11/09														
1126	5.3.15 CGI-AMS Deliverable: Reference Data Support for Production-4	0 days	Fri 9/4/09							9/4							
1127	5.4 Technical Team Training	35 days	Mon 8/11/08														
1128	5.4.1 Prepare Materials / Schedule Technical Training	20 days	Mon 8/11/08														
1129	5.4.2 Conduct Technical Team Training	10 days	Tue 9/9/08														
1130	5.4.3 Review & Approve Technical Team Training	5 days	Tue 9/23/08														
1131	5.4.4 CGI-AMS Deliverable: Technical Project Team Training	0 days	Mon 9/29/08							9/29							
1132	5.5 Software Construction	702 days	Tue 5/1/07														
1133	5.5.1 System Interfaces	175 days	Mon 4/21/08														
1152	5.5.2 Data Conversion	225 days	Fri 5/30/08														
1161	5.5.3 Data Warehouse & Reports	702 days	Tue 5/1/07														
1288	5.6 Software Testing	330 days	Mon 7/7/08														
1289	5.6.1 Integrated System Test	125 days	Mon 7/7/08														
1296	5.6.2 User Acceptance Test	217 days	Mon 8/4/08														
1317	5.6.3 Performance Test	184 days	Tue 9/16/08														
1338	5.6.4 Simulation Test	186 days	Mon 2/2/09														
1349	5.7 Preparation for Implementation	639 days	Wed 8/1/07														
1350	5.7.1 Update Internal Control Plans	40 days	Wed 8/1/07														
1354	5.7.2 Security and Workflow Setup	482 days	Wed 11/7/07														
1363	5.7.3 Knowledge Transfer & Training	301 days	Thu 2/21/08														
1402	5.7.4 Documentation Development	165 days	Thu 11/20/08														
1423	5.7.5 Transition Management	309 days	Thu 11/20/08														
1456	5.8 Version Synchronization	222 days	Fri 1/2/09														
1457	5.8.1 CGI-AMS Product Engineering (Code Merge)	50 days	Mon 1/12/09														
1462	5.8.2 Onsite eCAPS Upgrade Tasks	85 days	Mon 1/12/09														
1484	5.8.3 Software Testing	115 days	Mon 5/11/09														
1498	5.8.4 Cutover	16 days	Mon 10/19/09														
1505	5.8.5 Extended Availability Analysis	30 days	Fri 1/2/09														
1513																	
1514	6 CREATE: AMS Advantage Core HR Implementation	749 days	Mon 4/6/09														
1515	6.1 Core HR Kick-off	16 days	Mon 1/18/10														
1516	6.1.1 Develop Core HR Kick-off Materials	7 days	Mon 1/18/10														
1517	6.1.2 Review Core HR Kick-off Materials	5 days	Wed 1/27/10														
1518	6.1.3 Update Core HR Kick-off Materials	2 days	Wed 2/3/10														
1519	6.1.4 Approve Core HR Kick-off Materials	1 day	Fri 2/5/10														
1520	6.1.5 Conduct Core HR Kick-off Meeting	1 day	Mon 2/8/10														
1521	6.1.6 CGI-AMS Deliverable: Core HR Implementation Kick-off Meeting	0 days	Mon 2/8/10							2/8							
1522	6.2 Technical Environment Set-Up	25 days	Mon 1/11/10														
1523	6.2.1 Establish Technical Environments	25 days	Mon 1/11/10														
1530	6.3 Policy and Procedure Development	431 days	Fri 4/2/10														
1531	6.3.1 Plan Policy and Procedure Development	30 days	Mon 4/5/10														
1532	6.3.2 Document new Policy and Procedures and changes	400 days	Mon 5/17/10														
1539	6.3.3 County Obligation: Updated Policy and Procedures Documents	0 days	Fri 11/25/11													11/25	
1540	6.3.4 Support Policy and Procedure Development -5	60 days	Fri 4/2/10														
1541	6.3.5 CGI-AMS Deliverable: Policy and procedure development support-5	0 days	Thu 6/24/10													6/24	
1542	6.3.6 Support Policy and Procedure Development -6	63 days	Fri 6/25/10														
1543	6.3.7 CGI-AMS Deliverable: Policy and procedure development support-6	0 days	Tue 9/21/10													9/21	
1544	6.3.8 Support Policy and Procedure Development -7	64 days	Wed 9/22/10														
1545	6.3.9 CGI-AMS Deliverable: Policy and procedure development support-7	0 days	Mon 12/20/10													12/20	
1546	6.3.10 Support Policy and Procedure Development -8	64 days	Tue 12/21/10														

ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2
				H2	H1	H2	H1										
1547	6.3.11 CGI-AMS Deliverable: Policy and procedure development support-8	0 days	Fri 3/18/11														
1548	6.4 Data Cleansing	397 days	Mon 4/5/10														
1549	6.4.1 Data Cleansing Plan	397 days	Mon 4/5/10														
1565	6.5 Reference Data Set-up	413 days	Mon 3/8/10														
1566	6.5.1 Review Delivered Reference Tables Setup	3 days	Mon 3/8/10														
1567	6.5.2 Setup System Reference Tables Data (from Fit-Gap Ar	30 days	Thu 3/11/10														
1568	6.5.3 Test System Reference Tables	30 days	Thu 4/22/10														
1569	6.5.4 Update System Reference Tables	40 days	Thu 6/3/10														
1570	6.5.5 Review & Approve System Reference Tables Setup	10 days	Thu 7/29/10														
1571	6.5.6 County Obligation: Reference Data Setup	0 days	Wed 8/11/10														
1572	6.5.7 Maintain Reference Tables	300 days	Thu 8/12/10														
1573	6.5.8 Support Reference Data Setup for Production -5	62 days	Thu 4/22/10														
1574	6.5.9 CGI-AMS Deliverable: Reference Data Support for Production-5	0 days	Fri 7/16/10														
1575	6.5.10 Support Reference Data Setup for Production -6	62 days	Mon 7/19/10														
1576	6.5.11 CGI-AMS Deliverable: Reference Data Support for Production-6	0 days	Tue 10/12/10														
1577	6.5.12 Support Reference Data Setup for Production -7	61 days	Wed 10/13/10														
1578	6.5.13 CGI-AMS Deliverable: Reference Data Support for Production-7	0 days	Wed 1/5/11														
1579	6.5.14 Support Reference Data Setup for Production -8	64 days	Thu 1/6/11														
1580	6.5.15 CGI-AMS Deliverable: Reference Data Support for Production-8	0 days	Tue 4/5/11														
1581	6.5.16 Support Reference Data Setup for Production -9	65 days	Wed 4/6/11														
1582	6.5.17 CGI-AMS Deliverable: Reference Data Support for Production-9	0 days	Tue 7/5/11														
1583	6.5.18 Support Reference Data Setup for Production -10	66 days	Wed 7/6/11														
1584	6.5.19 CGI-AMS Deliverable: Reference Data Support for Production-10	0 days	Wed 10/5/11														
1585	6.6 Software Construction	554 days	Mon 1/4/10														
1586	6.6.1 System Interfaces	202 days	Mon 6/7/10														
1631	6.6.2 Data Conversion	334 days	Mon 5/3/10														
1668	6.6.3 eHR Data Warehouse & Reports	554 days	Mon 1/4/10														
1814	6.7 Software Testing	225 days	Mon 7/5/10														
1815	6.7.1 Integrated System Test	100 days	Mon 7/5/10														
1822	6.7.2 User Acceptance Test	130 days	Mon 11/15/10														
1843	6.8 Preparation for Implementation	700 days	Mon 4/6/09														
1844	6.8.1 Security & Workflow Analysis	85 days	Mon 4/5/10														
1853	6.8.2 Update Internal Control Plans	40 days	Mon 4/6/09														
1857	6.8.3 Security and Workflow Setup	265 days	Mon 11/29/10														
1866	6.8.4 Knowledge Transfer & Training	345 days	Mon 8/16/10														
1916	6.8.5 Documentation Development	155 days	Mon 2/28/11														
1937	6.8.6 Transition Management	419 days	Tue 1/5/10														
1970																	
1971	7 ACHIEVE: AMS Advantage Talent Management	222 days	Tue 2/19/08														
1972	7.1 Achieve: Rollout 1	94 days	Tue 2/19/08														
1973	7.1.1 Final Site walkthrough - staging	1 day	Mon 3/17/08														
1974	7.1.2 Production Environment Setup - Move Site into Production	2 days	Tue 3/18/08														
1977	7.1.3 Production Cutover	35 days	Tue 2/19/08														
1993	7.1.4 Post Implementation Support - Rollout 1	69 days	Tue 3/25/08														
1994	7.1.4.1 Post-implementation Talent Management Suppc	27 days	Tue 3/25/08														
1995	7.1.4.2 CGI-AMS Deliverable: Talent Management Post-Implementation Support -	0 days	Wed 4/30/08														
1996	7.1.4.3 Post-implementation Talent Management Suppc	20 days	Fri 5/2/08														
1997	7.1.4.4 CGI-AMS Deliverable: Talent Management Pc	0 days	Fri 5/30/08														
1998	7.1.4.5 Post-implementation Talent Management Suppc	20 days	Tue 6/3/08														
1999	7.1.4.6 CGI-AMS Deliverable: Talent Management Pc	0 days	Mon 6/30/08														
2000	7.2 Achieve: Rollout 2	22 days	Mon 6/23/08														

ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2
				H2	H1	H2	H1										
2001	7.2.1 Final Site walkthrough - staging	1 day	Mon 6/23/08														
2002	7.2.2 Production Environment Setup - Move Site into Production	1 day	Mon 6/23/08														
2005	7.2.3 Production Cutover	1 day	Mon 6/23/08														
2021	7.2.4 Post Implementation Support - Rollout 2	22 days	Mon 6/23/08														
2024	7.3 Achieve: Rollout 3	22 days	Wed 9/24/08														
2025	7.3.1 Final Site walkthrough - staging	1 day	Wed 9/24/08														
2026	7.3.2 Production Environment Setup - Move Site into Production	1 day	Wed 9/24/08														
2029	7.3.3 Production Cutover	1 day	Wed 9/24/08														
2045	7.3.4 Post Implementation Support - Rollout 3	22 days	Wed 9/24/08														
2048	7.4 Achieve: Rollout 4	22 days	Thu 12/4/08														
2049	7.4.1 Final Site walkthrough - staging	1 day	Thu 12/4/08														
2050	7.4.2 Production Environment Setup - Move Site into Production	1 day	Thu 12/4/08														
2053	7.4.3 Production Cutover	1 day	Thu 12/4/08														
2069	7.4.4 Post Implementation Support - Rollout 4	22 days	Thu 12/4/08														
2072																	
2073	8 ACHIEVE: AMS Advantage Payroll	150 days	Mon 10/5/09														
2074	8.1 Production Cutover	70 days	Mon 10/5/09														
2075	8.1.1 Production Cutover Script	30 days	Mon 10/5/09														
2081	8.1.2 Execute Cutover Rehearsal / Mock Conversion	5 days	Mon 11/16/09														
2082	8.1.3 Perform Additional Data Cleansing as Needed	15 days	Mon 11/23/09														
2083	8.1.4 Execute Production Data Conversion	15 days	Mon 12/14/09														
2084	8.1.5 Execute Production Cutover	15 days	Mon 12/14/09														
2085	8.1.6 Execute Cutover to New Operational Procedures	15 days	Mon 12/14/09														
2086	8.1.7 Implement Updated Business Processes	15 days	Mon 12/14/09														
2087	8.1.8 Technical support for Production Cutover	15 days	Mon 12/14/09														
2088	8.1.9 Hand-Off Operations to Client Support Staff	5 days	Mon 1/4/10														
2089	8.1.10 CGI-AMS Deliverable: Payroll Production Cutover Support	0 days	Mon 1/4/10														
2090	8.1.11 Production Cutover (Live Production Operations)	0 days	Mon 1/4/10														
2091	8.2 Post-Implementation Support	84 days	Tue 1/5/10														
2092	8.2.1 Post-implementation Payroll Support Month 1	19 days	Tue 1/5/10														
2093	8.2.2 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 1	0 days	Fri 1/29/10														
2094	8.2.3 Post-implementation Payroll Support Month 2	20 days	Mon 2/1/10														
2095	8.2.4 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 2	0 days	Fri 2/26/10														
2096	8.2.5 Post-implementation Payroll Support Month 3	23 days	Mon 3/1/10														
2097	8.2.6 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 3	0 days	Wed 3/31/10														
2098	8.2.7 Post-implementation Payroll Support Month 4	22 days	Thu 4/1/10														
2099	8.2.8 CGI-AMS Deliverables: Payroll Post-Implementation Support- Month 4	0 days	Fri 4/30/10														
2100																	
2101	9 ACHIEVE: AMS Advantage Core HR	133 days	Wed 9/28/11														
2102	9.1 Mock Production Environment	25 days	Wed 9/28/11														
2103	9.1.1 Install and Configure Mock Production Environment	10 days	Wed 9/28/11														
2104	9.1.2 Install Advantage 3 & 3rd Party Tools in Mock Production Environment	5 days	Wed 10/12/11														
2105	9.1.3 County Obligation: System Test Technical Environment	0 days	Tue 10/18/11														
2106	9.1.4 Review & Approve AMS Advantage 3, 3rd Party Tools Installations	10 days	Wed 10/19/11														
2107	9.1.5 CGI-AMS Deliverable: AMS Advantage 3, 3rd Party Tools Installation - Mock Production	0 days	Tue 11/1/11														
2108	9.2 Production Cutover	70 days	Mon 10/3/11														
2109	9.2.1 Production Cutover Script	30 days	Mon 10/3/11														
2115	9.2.2 Execute Cutover Rehearsal / Mock Conversion	5 days	Mon 11/14/11														
2116	9.2.3 Perform Additional Data Cleansing as Needed	15 days	Mon 11/21/11														

ID	Task Name	Duration	Start	06	2007		2008		2009		2010		2011		2012		2
				H2	H1	H2	H1										
2117	9.2.4 Execute Production Data Conversion	15 days	Mon 12/12/11														
2118	9.2.5 Execute Production Cutover	15 days	Mon 12/12/11														
2119	9.2.6 Execute Cutover to New Operational Procedures	15 days	Mon 12/12/11														
2120	9.2.7 Implement Updated Business Processes	15 days	Mon 12/12/11														
2121	9.2.8 Technical support for Production Cutover	15 days	Mon 12/12/11														
2122	9.2.9 Hand-Off Operations to Client Support Staff	5 days	Mon 1/2/12														
2123	9.2.10 CGI-AMS Deliverable: Core HR Production Cutover	0 days	Mon 1/2/12														
2124	9.2.11 Production Cutover (Live Production Operations)	0 days	Mon 1/2/12														
2125	9.3 Post-Implementation Support	64 days	Tue 1/3/12														
2126	9.3.1 Post-implementation Core HR Support Month 4	21 days	Tue 1/3/12														
2127	9.3.2 CGI-AMS Deliverables: Core HR Post-Implementation Support- Month 1	0 days	Tue 1/31/12														
2128	9.3.3 Post-implementation Core HR Support Month 5	21 days	Wed 2/1/12														
2129	9.3.4 CGI-AMS Deliverables: Core HR Post-Implementation Support- Month 2	0 days	Wed 2/29/12														
2130	9.3.5 Post-implementation Core HR Support Month 6	22 days	Thu 3/1/12														
2131	9.3.6 CGI-AMS Deliverables: Core HR Post-Implementation Support- Month 3	0 days	Fri 3/30/12														
2132																	
2133	10 AMS Advantage Port to RHEL	341 days	Mon 6/4/07														
2134	10.1 Port Assessment	65 days	Mon 6/4/07														
2135	10.1.1 Develop Port Assessment Document	65 days	Mon 6/4/07														
2136	10.1.2 CGI-AMS Deliverable: Port Assessment Document	0 days	Tue 9/4/07														
2137	10.2 Migrate and System Test	66 days	Wed 9/5/07														
2138	10.2.1 Upgrade software using tools provided by the vendor	25 days	Wed 9/5/07														
2139	10.2.2 Resolve Issues	10 days	Mon 10/15/07														
2140	10.2.3 Execute System Test	20 days	Mon 10/29/07														
2141	10.2.4 Update Port Assessment Document	5 days	Mon 12/3/07														
2142	10.2.5 CGI-AMS Deliverable: Updated Port Assessment Document	0 days	Fri 12/7/07														
2143	10.3 Establish Performance Benchmark	125 days	Mon 12/10/07														
2144	10.3.1 Plan Performance Benchmark tests	40 days	Mon 12/10/07														
2145	10.3.2 Execute Performance Benchmark tests	85 days	Wed 2/6/08														
2146	10.3.3 CGI-AMS Deliverable: Performance Benchmark test plan and results	0 days	Thu 6/5/08														
2147	10.4 Regression Test and Documentation	85 days	Fri 6/6/08														
2148	10.4.1 Execute End to End Regression Test	50 days	Fri 6/6/08														
2149	10.4.2 Update System Documentation	35 days	Mon 8/18/08														
2150	10.4.3 CGI-AMS Deliverable: Final Certified Software with Documentation	0 days	Mon 10/6/08														

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Exhibit E-6 – Maintenance Provisions

Please refer to Exhibit E of eCAPS Project Contract 74797.

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Exhibit F-6 – Confidentiality

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 6.**

Please refer to Exhibit F of eCAPS Project Contract 74797.

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Exhibit G-6 – EEO Certification

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 6.**

Please refer to Exhibit G of eCAPS Project Contract 74797.

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Exhibit H-6 – License Provisions

Please refer to Exhibit H of eCAPS Project Contract 74797.

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Exhibit I-6 – County Mandated Provisions

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Exhibit I-6 – County Mandated Provisions

1. Exhibit I of the Agreement is amended by deleting Paragraph 2 in its entirety and inserting the following in its place:
 - “2. **NONDISCRIMINATION, AFFIRMATIVE ACTION AND COMPLIANCE WITH CIVIL RIGHTS LAWS**
 - 2.1 Contractor certifies and agrees that all persons employed by it, its affiliates, subsidiaries and holding companies will be treated equally without regard to or because of race, color, religion, ancestry, national origin, sex, age, physical or mental handicap, marital status or political affiliation, in compliance with all applicable Federal and State anti-discrimination laws and regulations.
 - 2.2 Contractor shall, pursuant to Los Angeles County Code Section 4.32, certify to and comply with the provisions of the Contractor’s EEO Certification (Exhibit G).
 - 2.3 Contractor shall ensure that applicants and employees are treated equally during employment, without regard to race, color, religion, ancestry, national origin, sex, age, physical or mental handicap, marital status or political affiliation, in compliance with all applicable Federal and State anti-discrimination laws and regulations. Such action shall include, but is not limited to: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.
 - 2.4 Contractor certifies and agrees that it will deal with its subcontractors, bidders or vendors without regard to or because of race, color, religion, ancestry, national origin, sex, age, physical or mental handicap, marital status or political affiliation, except to the extent necessary to comply with applicable Federal and State anti-discrimination laws and regulations.
 - 2.5 Contractor certifies that it, its affiliates, subsidiaries and holding companies are in compliance with all Federal, State, and local laws, including, but not limited to:
 1. Title VII, Civil Rights Act of 1964;
 2. Section 504, Rehabilitation Act of 1973;
 3. Age Discrimination Act of 1975;
 4. Title IX, Education Amendments of 1973, as applicable; and
 5. Title 43, Part 17, Code of Federal Regulations, Subparts A & B,

and that no person shall, on the grounds of race, creed, color, national origin, political affiliation, marital status, sex, age, or handicap, be subject to discrimination as to any privileges or uses gained under this Agreement or under any project, program or activity supported by this Agreement.

- 2.6 If County finds that any of the provisions of this Paragraph 2 have been violated, such violation shall, at the election of County, constitute a material breach of this Agreement upon which County may terminate or suspend this Agreement. While County reserves the right to determine independently that the anti-discrimination provisions of this Agreement have been violated, in addition, a determination by the California Fair Employment Practices Commission or the Federal Equal Employment Opportunity Commission that Contractor has violated State or Federal anti-discrimination laws or regulations shall constitute a finding by County that Contractor has violated the anti-discrimination provisions of this Agreement.
- 2.7 The parties agree that in the event Contractor is found to have violated the anti-discrimination provisions of this Agreement, and that such discrimination was directly associated with the performance of services provided under this Agreement, County may require, pursuant to Los Angeles County Code Section 4.32.010 (E), that Contractor pay the sum of Five hundred Dollars (\$500) for each such violation, in lieu of termination or suspension hereof, as liquidated damages are extremely difficult to ascertain or calculate precisely. In the alternative, County may elect to terminate this Agreement pursuant to Section 29 (Termination for Default).
- 2.8 The parties agree that for purposes of the calculation of the sum of liquidated damages in Sub-paragraph 2.7, an act of Contractor affecting multiple employees shall be counted as a single violation.”
2. Exhibit I of the Agreement is amended by deleting Paragraph 6 in its entirety and inserting the following in its place:

“6. RESTRICTIONS ON LOBBYING

6.1 Federal Funds Projects

If any Federal funds are to be used to pay portion for any of Contractor’s work under this Agreement, the County shall notify Contractor in writing in advance of such payment and Contractor shall fully comply with all certification and disclosure requirements prescribed by Section 319 of Public law 101-121 (31 United States Code Section 1352) and any implementing regulations, and shall ensure that each of its subcontractors receiving funds provided under this Agreement also fully complies with all such certification and disclosure requirements.

6.2 County Projects

Contractor, and each County lobbyist or County lobbying firm, as defined in Los Angeles County Code Section 2.160.010, retained by Contractor, shall fully comply with County’s Lobbyist Ordinance, Los Angeles County Code Chapter 2.160. Failure on the part of Contractor or any County lobbyist or County lobbying firm retained by Contractor to fully comply with County Lobbyist Ordinance shall constitute a material breach of this Agreement, upon which County may immediately terminate or suspend this Agreement.”

3. Exhibit I of the Agreement is amended by deleting Paragraph 9 in its entirety and inserting the following in its place:

“9. CONTRACTOR RESPONSIBILITY AND DEBARMENT

- 9.1 A responsible contractor is a contractor who has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity and experience to satisfactorily perform the contract. It is County’s policy to conduct business only with responsible contractors.
- 9.2 Contractor is hereby notified that, in accordance with Chapter 2.202 of the Los Angeles County Code, if County acquires information concerning the performance of Contractor on this or other contracts which indicates that Contractor is not responsible, County may, in addition to other remedies provided in the contract, debar Contractor from bidding or proposing on, or being awarded, and/or performing work on County contracts for a specified period of time, which generally will not exceed five (5) years but may exceed five (5) years or be permanent if warranted by the circumstances, and terminate any or all existing contracts Contractor may have with County, including this Agreement.
- 9.3 County may debar Contractor if County’s Board of Supervisors finds, in its discretion, that Contractor has done any of the following: (1) violated any term of a contract with County, or a nonprofit corporation created by County, (2) committed any act or omission which negatively reflects on Contractor’s quality, fitness or capacity to perform a contract with County, any other public entity or a nonprofit corporation created by County, or engaged in a pattern or practice which negatively reflects on same, (3) committed an act or offense which indicates a lack of business integrity or business honesty, or (4) made or submitted a false claim against County or any other public entity.
- 9.4 If there is evidence that Contractor may be subject to debarment, County’s Project Director, or his/her designee, will notify Contractor in writing of the evidence which is the basis for the proposed debarment and will advise

Contractor of the scheduled date for a debarment hearing before County's Contractor Hearing Board.

- 9.5 The Contractor Hearing Board will conduct a hearing where evidence on the proposed debarment is presented. Contractor and/or Contractor's representative shall be given an opportunity to submit evidence at that hearing. After the hearing, the Contractor Hearing Board will prepare a tentative proposed decision, which shall contain a recommendation regarding whether Contractor should be debarred, and, if so, the appropriate length of time of the debarment. Contractor, County's Project Director, or his/her designee, and County's Departments shall be provided with an opportunity to object to the tentative proposed decision prior to its presentation to County's Board of Supervisors.
- 9.6 After consideration of any objections, or if no objections are submitted, a record of the hearing, the proposed decision and any other recommendation of the Contractor Hearing Board shall be presented to County's Board of Supervisors. The Board of Supervisors shall have the right to modify, deny or adopt the proposed decision and recommendation of the Contractor Hearing Board.
- 9.7 If Contractor has been debarred for a period longer than five (5) years, Contractor may, after the debarment has been in effect for at least five (5) years, submit a written request for review of the debarment determination to reduce the period of debarment or terminate the debarment. County may, in its discretion, reduce the period of debarment or terminate the debarment if it finds that Contractor has adequately demonstrated one or more of the following: (1) elimination of the grounds for which the debarment was imposed; (2) a bona fide change in ownership or management; (3) material evidence discovered after debarment was imposed; or (4) any other reason that is in the best interests of County.
- 9.8 The Contractor Hearing Board will consider a request for review of a debarment determination only where (1) Contractor has been debarred for a period longer than five (5) years; (2) the debarment has been in effect for at least five (5) years; and (3) the request is in writing, states one or more of the grounds for reduction of the debarment period or termination of the debarment, and includes supporting documentation. Upon receiving an appropriate request, the Contractor Hearing Board will provide notice of the hearing on the request. At the hearing, the Contractor Hearing Board shall conduct a hearing where evidence on the proposed reduction of the debarment period or termination of debarment is presented. This hearing shall be conducted and the request for review decided by the Contractor Hearing Board pursuant to the same procedures as for a debarment hearing.

The Contractor Hearing Board's proposed decision shall contain a recommendation on the request to reduce the period of debarment or terminate the debarment. The Contractor Hearing Board shall present its proposed decision and recommendation to the Board of Supervisors. The Board of Supervisors shall have the right to modify, deny, or adopt the proposed decision and recommendation of the Contractor Hearing Board.

- 9.9 The terms and procedures of this Paragraph 9 shall also apply to subcontractors, consultants and partners of Contractor performing work under this Agreement.”
4. Exhibit I of the Agreement is amended by deleting Paragraph 11 in its entirety and inserting the following in its place:

“11. CONTRACTOR’S WARRANTY OF ADHERENCE TO COUNTY’S CHILD SUPPORT COMPLIANCE PROGRAM

- 11.1 Contractor acknowledges that County has established a goal of ensuring that all individuals who benefit financially from County through employment or contracts are in compliance with their court-ordered child, family and spousal support obligations in order to mitigate the economic burden otherwise imposed upon County and its taxpayers.
- 11.2 As required by County’s Child Support Compliance Program (County Code Chapter 2.200) and without limiting Contractor’s duty under this Agreement to comply with all applicable State and Federal provisions of law, Contractor warrants that it is now in compliance and shall during the term of this Agreement maintain compliance with employment and wage reporting requirements as required by the Federal Social Security Act (42 USC Section 653a) and California Unemployment Insurance Code Section 1088.5, and shall implement all lawfully served Wage and Earnings Withholding Orders or County's Child Support Services Department Notices of Wage and Earnings Assignment for Child or Spousal Support, pursuant to Code of Civil Procedure Section 706.031 and Family Code Section 5245(b).”
5. Exhibit I of the Agreement is amended by deleting Paragraph 12 in its entirety and inserting the following in its place:

“12. TERMINATION FOR BREACH OF WARRANTY TO MAINTAIN COMPLIANCE WITH COUNTY’S CHILD SUPPORT COMPLIANCE PROGRAM

Failure of Contractor to maintain compliance with the requirements set forth in Paragraph 11 (Contractor’s Warranty of Adherence to County’s Child Support Compliance Program) shall constitute a default by Contractor under this

Agreement. Without limiting the rights and remedies available to County under any other provision of this Agreement, failure to cure such default within ninety (90) days of notice by County’s Child Support Services Department shall be grounds upon which County’s Board of Supervisors may terminate this Agreement pursuant to Section 29 (Termination for Default) and pursue debarment of Contractor pursuant to Paragraph 9 (Contractor Responsibility and Debarment).”

**eCAPS Phase III –
Subproject 9: Grants Management**

Exhibit A-9 – Statement of Work

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Appendix M-9	Subproject Assumptions

Attachment(s)

Attachment M-9	Context Diagram
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Introduction

This Statement of Work (SOW) sets forth the requirements for CGI-AMS to develop and deliver the eCAPS Phase III – Grants Management Subproject 9 described herein for the County. Capitalized terms not otherwise defined herein shall have the meanings set forth in the Services and License Agreement (SLA) to which this SOW is attached.

The eCAPS Phase III –Grants Management Subproject 9 engages CGI-AMS to successfully implement additional financial functionality with the existing AMS Advantage Financial system of the County, the Countywide Accounting and Purchasing System (eCAPS); and to develop additional functionality for eCAPS that will allow departments to track the management of awarded grants that are received from awarding grantors. This functionality will track County grants from the identification of an opportunity through the close-out/audit documentation and will leverage eCAPS system capabilities to better support business and financial needs throughout the grant life-cycle.

The ultimate goal of Subproject 9 is to implement the Grants Management functionality for the County of Los Angeles Department of Public Works (DPW), Department of Parks and Recreation (PK), Community & Senior Services (CS), the Los Angeles County Sheriff's Department (SH), and to provide support for additional departments' rollout of Grants Management. Due to the more pressing needs of these departments to replace their current Excel based grant tracking and in accordance with the County's strategy to utilize enterprise solutions to meet its common technology needs, the County is seeking to leverage its skills acquired from the initial implementation for the future rollout to additional County departments.

This SOW details the tasks, deliverables, and system functionality to be implemented and/or delivered during this Subproject 9, which encompasses the modification and/or implementation of the AMS Advantage Financial functionality.

Following are the County's major objectives to be achieved with Subproject 9:

- Develop the Grant's Management System;
- Integrate the Grant's Management System with eCAPS Grant Accounting;
- Support the Grant's Management cycle and functionality;
- Enhance financial reporting and budget presentation capabilities;
- Improve tracking capabilities of grant opportunities and applications;
- Improve tools for data analysis; and
- Add electronic workflow capabilities to assist Grants Management workload and enforcement of policies and procedures.

This SOW specifies the obligations for CGI-AMS to deliver to the County the modules operating in live production operations and integrated with the system implemented during the eCAPS Phase I, II, and III projects supporting the County's grants management business requirements as listed in the appendices of this document according to Appendix C-9 (Business Requirements). A description of the County's obligations for this Subproject 9 and other key project assumptions are provided in Appendix M-9 (Subproject Assumptions) of this SOW. Attachment M-9 (Context Diagram) specifies the primary and joint responsibilities of all parties to this SOW.

The goals of the eCAPS Phase III - Grants Management Subproject 9 are to extend the use of eCAPS to assist County Departments' pursuits of grants. This functionality will provide managers with tracking capabilities for grant opportunities, applications, approvals, requirements, critical dates, and amendments. Additionally, the functionality will develop needed integration capability of Grants Management information into the existing eCAPS Grant Accounting system. Following is an explanation of the designed system capabilities to capture Grant Management information:

- Grant Inquiries – allows tracking of awarded amounts in summary and detail, and funding allocations by Legislative District and by Service Planning Area;
- Grant Accounting — allows for grant award and tracking integration through the Project Management table with subsequent Project based COA reference pages, funding information, reimbursement budgets;
- Opportunity — tracks the communication regarding an identified RFP including grant program information, funding amounts, matching requirements, spending rules, proposal key dates, period of performance guidelines, pass-through information;
- Notification/Response — manages the communication of Opportunities to various Departments/Divisions/Units/Contacts or combination thereof on the notification of a funding opportunity and the respective decision whether to apply or not;
- Application — handles the key dates and items that are necessary for the pre-application and application submission including: due dates, partnering organizations, approvals, and debriefing information;
- Award — handles the recording of the award letter, allows for the monitoring of the Department's and County's approval/acceptance process;
- Project Management — handles communication of grant funding project details to senior management, grants management, fiscal officers, and allows the entry of summary project information to link Grants Management to eCAPS Grant Accounting;

- Amendment — allows the recording of all grant modifications to record funding amount adjustments, reallocation of funding, period of performance extension or early termination, scope change, renewal, or other; and
- Closeout/Audit — allows various Departments involved in the grant close-out process and audit related activities the same central view of key dates for status and tracking, including access to view related documents received from Grantor entities.

The major benefits the County hopes to achieve with the eCAPS Phase III - Grants Management Subproject 9 includes the following:

- Improved tracking of grant opportunities and applications;
- Improved County and Departmental coordination, communication, and oversight;
- Improved staff planning and resource allocation;
- Improved data sharing capabilities;
- Improved visibility and decision-making opportunities;
- Reduction of duplication of data entry;
- Reduction of disparate departmental systems;
- Improved management oversight;
- Tracking of approval steps and dates;
- Integration with eCAPS (Advantage Financial);
- Proposal funding request tied to Actual Awarded Amount; and
- Awarded Amount tied to final Funding (Modified) Amount.

CGI-AMS shall follow a deliverables-based project management approach to configure or customize the AMS Advantage application to support the County's business requirements as stated in Appendix C-9 (Business Requirements) of this SOW.

The eCAPS Phase III – Grants Management Subproject 9 is planned to begin May 1, 2007 following the Project Plan outlined in Appendix B-9 (Project Plan) of this SOW to provide:

- Software design, development, and system testing services;
- Assistance with system configuration;
- Conduct integrated system test;
- Support user acceptance test;
- Consulting support for the development of training materials;
- Implementation support;

- Support train-the-trainer training;
- Update Advantage documentation;
- Develop production cutover script;
- Two (2) months post implementation support;
- Phased rollout to four (4) identified departments: DPW, PK, CS, SH; and
- Support for a phased rollout to additional County departments.

Section I - Implementation Methodology

This section of the SOW provides a general description of the planned activities for the eCAPS Phase III – Grants Management Subproject 9, including:

- An overview of the implementation methodology proposed by CGI-AMS for the duration of Subproject 9;
- Identification of the business functions to be implemented;
- A high-level description of the eCAPS Phase III – Grants Management Project Plan; and
- An overview of the major tasks and timelines proposed for the Subproject 9 implementation.

1. Overview of Implementation Methodology

CGI-AMS shall use sound project management principles based on prior experience in large-scale implementation projects for the modification and implementation of the additional functionality (Grants Management and Grant Cost Accounting). Normally comprised of three phases (Envision, Create, and Achieve), this methodology takes into account elements that impact the Subproject 9 schedule internally such as design, development and testing and the external dependencies and success factors that can impact the overall progress and effectiveness of an engagement. However, for this Subproject 9, the Envision phase was conducted during the eCAPS Phase II – Legacy Systems Analysis Subproject 5, pursuant to Change Notice #10. This Subproject 9 will be comprised of the Create and Achieve phases, taking into account the internal and external elements impacting this Subproject 9. This integrated approach provides an invaluable tool to track overall progress against the agreed upon milestones, identify risk areas, and proactively take the appropriate steps to mitigate those risks.

CGI-AMS's methodology is supported by an inventory of CGI-AMS-specific tools, assets, utilities, templates, checklists, and deliverables. CGI-AMS-specific work product samples will be used as a starting point for the work products CGI-AMS shall complete under this SOW.

2. Project Work Products

The remainder of this section explains the approach that will be used to implement the AMS Advantage software modules for the County. The high-level work products are outlined, as are the methods for achieving them. A detailed description of these deliverables is provided in Appendix A-9 (Deliverables Definition) and in the remaining sections of this SOW.

2.1 Planning & Management (Project Plan Task 1)

Project management represents ongoing tasks that will span the life of the project. CGI-AMS shall update the Project Control Document (PCD) (Project Plan Task 1.1.5) created during the implementation of eCAPS Phase I. The purpose of the PCD is to define how the CGI-AMS Project Management Standards will be applied to the eCAPS Phase III - Grants Management Subproject 9. The PCD brings together the key planning and control documents and serves as the basis for defining how the project team will carry out project administration and management activities. It is intended to be a tool for communicating the project's management practices to managers, team members, and stakeholders.

Specifically, the PCD shall define the management strategies for eCAPS Phase III - Grants Management Subproject 9 in the following areas:

Project Planning

- Detailed Subproject Plan;
- Project Governance and Structure;
- Communication Strategy; and
- Staffing and Team Management.

Scope Management

- Deliverables Management;
- Change Control Process Management; and
- Requirements Management.

Issue and Risk Management

- Issue Management (including issue escalation processes); and
- Project Risk Management.

Quality

- Quality Management;
- Work Product Reviews; and
- Incident and Defect Management.

CGI-AMS shall provide on-site, full-time project management services to the eCAPS Phase III - Grants Management Subproject 9 for the duration of the Subproject 9 through implementation and part-time project management services for the duration of the post-implementation period.

CGI-AMS ongoing project management tasks include (Project Plan Task 1.3):

- Assigning and coordinating CGI-AMS team resources and Deliverables;

- Tracking CGI-AMS team resources;
- Tracking CGI-AMS tasks and Deliverable budgets;
- Reporting on CGI-AMS resources, deliverables and budget, including the development of regular status reports and presentations for the project advisory committee;
- Identifying, tracking, and helping to resolve project issues;
- Providing review and guidance to the project team in addressing tasks/Deliverables; and
- Coordinating project Deliverables among all CGI-AMS resources.

2.2 Envision Phase

The Envision phase for this Subproject was conducted during the eCAPS Phase II – Legacy Systems Analysis Subproject 5. The functional analysis, product training, and prototyping were conducted to arrive at the fit-gap implementation analyses, which will be used as a foundation as the Create and Achieve phases progress.

2.3 Create Phase (Project Plan Task 2)

The Create phase encompasses activities related to software construction and testing and preparations for implementation, such as training and transition management. The tasks to be completed during the Create phase are organized into the following activities:

- Technical environment setup;
- Technical project team training;
- Table-driven application configuration;
- Software construction;
- Software testing; and
- Preparation for implementation.

2.3.1 Technical Environment Setup (Project Plan Tasks 2.1, 2.2.6.1, 2.4.2, 2.4.4.1, 2.4.4.2, and 3.1)

The County will configure the necessary hardware and software to establish and maintain the technical environments for Grants Management. The following environments are typically established for a new subproject, and are anticipated for this Subproject 9:

- Development / unit test;
- System test;

- Conversion;
- User acceptance test / practice;
- Training; and
- Learning.

Final decisions on the number of environments established will be made by the County and documented as part of the Detailed Subproject Plan.

2.3.2 Technical Project Team Training (Project Plan Task 2.2.7.1)

County shall be responsible for conducting training to address identified County technical staff training needs. Technical training may also include the project approaches, methodologies, tasks, and procedures for building Cognos Reports including:

- Technical Design and Development Standards and Templates;
- Naming Standards (reports); and
- Testing (unit testing scripts and templates).

The County shall assist any new technical staff in configuring/installing the AMS Advantage bundled toolsets on developer workstations in order to facilitate hands-on training for the aforementioned topics.

2.3.3 Table-Driven Application Setup (Project Plan Task 2.2.4)

In the Create phase, CGI-AMS shall assist County staff in applying table setups by summarizing the necessary setup documented in the Fit-Gap Analysis Report. The County will be responsible for performing the actual setup. CGI-AMS shall also assist County staff as they execute tests to confirm that these table setups will support the County's stated requirements.

2.3.4 Software Construction (Project Plan Task 2.2)

Software construction entails the design and development of the user interface configurations, and application customization processes, data conversion processes, system interface processes, and reports and forms to support the County's business requirements as stated in the Appendices to this SOW.

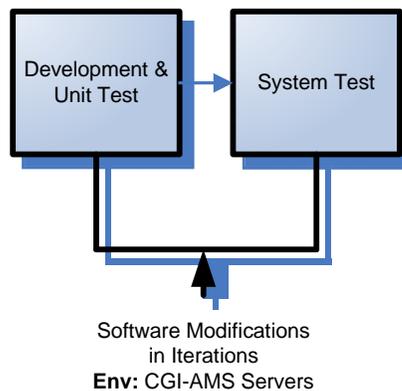
Application Customizations

CGI-AMS technical staff shall be primarily responsible for the design, development, and unit testing of Application customizations (Project Plan Tasks 2.2.1, 2.2.2, and 2.2.3).

CGI-AMS shall create at least one Functional Design and one Technical Design corresponding to the two (2) Concept Papers presented to the County during the eCAPS Phase II – Legacy Systems Analysis Subproject 5. The Functional Design is a high-level design specification that provides an overview of the business requirements and processes to be supported by the customization, processing logic for online, batch, and reporting software components, business scenarios to be included in the unit tests, and key assumptions.

CGI-AMS shall create a Detailed Design for each customization process to be developed by CGI-AMS staff. Each detailed design will provide the technical specifications and description of each software development effort, as well as drive the functional design into a lower level of detail that is required for programming. Depending upon the type of software being developed, the detailed design shall include as necessary: database input/output requirements, data mapping and transformation rules, and a unit test plan.

As depicted in the diagram below, software Development is comprised of programming system modifications, unit testing, and system testing those modifications to determine if the software works as stated in the system specification documents. Development performed by CGI-AMS is usually conducted on CGI-AMS offsite servers.



Conversions, Interfaces and Other Construction Activities

CGI-AMS shall answer questions and provide support to the County technical staff assigned to design and develop other software components as identified in Appendix B-9 (Project Plan).

The documented design decisions that were made by the County during the Discovery / Design Sessions and Fit-Gap Analysis activities of eCAPS Phase II – Legacy Systems Analysis Subproject 5, participants expressed the need to

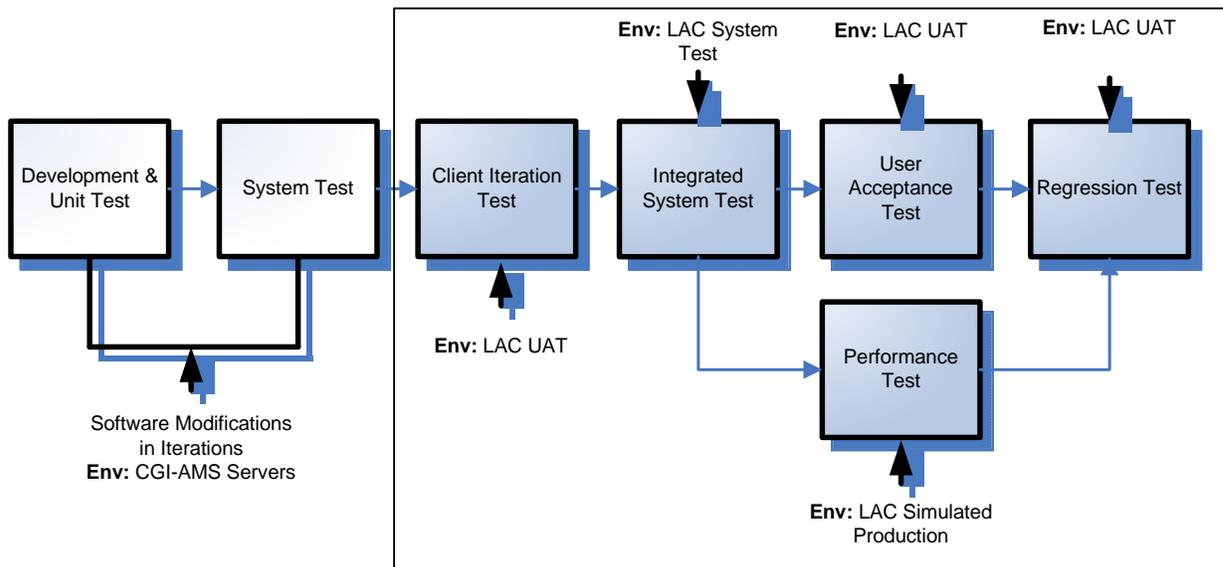
manually convert grant information to manage which grants and the respective life-cycle stage that is brought into the Grants Management system. CGI-AMS will support the County’s development of this manual data conversion plan by reviewing the plan, providing feedback, and answering questions around new data elements.

CGI-AMS and County staff shall use the development tools that are bundled with the AMS Advantage 3 application (i.e., AMS Advantage Design Studio, Pervasive Data Integrator (PDI), and Adobe forms) in order to help reduce the level of effort for software construction, standardize work product quality, minimize future maintenance costs, and facilitate knowledge transfer from CGI-AMS to County technical staff.

2.3.5 Software Testing (2.3)

Software testing entails the planning and execution of tests to secure the County’s Acceptance of the AMS Advantage application as modified in accordance with the County-approved functional and detailed designs and other Specifications. Once custom software has been delivered to the County and installed on site, several layers of testing are performed to determine that the software functions as stated in the system specification documents:

- Client Iteration Test (Project Plan Tasks 2.2.1.14, 2.2.2.14, and 2.2.3.14);
- Integrated System Test (Project Plan Task 2.3.1);
- User Acceptance Test (Project Plan Task 2.3.3); and
- Regression Test (Project Plan Task 2.3.4).



During the testing process, CGI-AMS shall continue to update the detailed design documents to create “as-built” detailed design documents. These documents will include the final descriptions of the change, database impacts, and panel layouts and/or report formats. The resulting documentation from this testing will allow County IT staff to support the system after implementation.

CGI-AMS shall be primarily responsible for the planning and execution of the Integrated System Test. CGI-AMS shall also answer questions and provide support to the County team assigned to conduct the User Acceptance Tests. CGI-AMS shall provide support by helping to resolve and track incidents reported by the County and by developing any software fixes required to resolve reported incidents.

Client Iteration Test (Project Plan Tasks 2.2.1.14, 2.2.2.14, 2.2.3.14)

Iteration tests will be conducted by County staff for each delivery of custom software (software drop). Once development, Unit Test, and System Test are complete, and the software has been installed in the County’s environment, the County will test to determine that the software functions in accordance with the approved design. Any incidents identified during Iteration Test will be documented by the County and submitted to CGI-AMS for resolution. The identification of incidents will not impact the schedule of subsequent software drops.

Integrated System Test (Project Plan Task 2.3.1)

Before the Integrated System Test is conducted, CGI-AMS shall review the County’s stated business requirements and processes and define which requirements and processes require testing. The selected requirements and processes will become test conditions and will be grouped into test cycles. Test cycles are logical groups of test conditions. CGI-AMS shall develop test scripts to define steps, input data and expected output for all of the integrated system test conditions. Once the Integrated System Test environment is established, the test scripts will be executed. If the actual results do not match the expected results, an incident will be identified, documented, and resolved. Incident resolution may require the development of software fixes and re-testing, as needed.

Regression Test (Project Plan Task 2.3.4)

Regression Test is designed to determine that existing eCAPS functionality, as developed in Phase I, II, and III (prior to this Subproject 9) was not adversely impacted by the customizations applied in Phase III. The County will plan for and conduct the Regression Test.

2.3.6 Preparation for Implementation (Project Plan Task 2.4)

Preparation for implementation entails the completion of the following tasks:

- Internal Control Plan updates (Project Plan Task 2.4.1);
- Security and workflow setup (Project Plan Task 2.4.2);
- Data cleansing and departmental conversion preparation (Project Plan Task 2.4.3);
- Knowledge transfer and training (Project Plan Task 2.4.4);
- Documentation development (Project Plan Task 2.4.5); and
- Transition management (Project Plan Task 2.4.6).

The County shall be primarily responsible for the development of the training plan, Grants Accounting training materials, end user co-training, and the transition management-related checklists to assess the County's operational and implementation readiness for the go-live. CGI-AMS shall provide Grants Management module training materials, trainer training, and end-user co-training roles during the development and delivery of training program as specified in Appendix K-9 (Training Volumes).

The County will be responsible for all security and workflow configuration activities, as CGI-AMS is not contracted to provide consulting support for these activities. The County will develop plans as necessary to facilitate the County's completion of its security and workflow setup, end-user co-training, and transition management (e.g., departmental rollout and outreach and assessment of the County's readiness for the eCAPS Phase III - Grants Management Subproject 9 go-live).

Training and Knowledge Transfer (Project Plan Task 2.4.4)

In accordance with the training strategy developed during the Envision phase and the training volumes specified in Appendix K-9 (Training Volumes), the County shall prepare a detailed training plan to govern the development and execution of Grants Accounting training materials, and will develop the training program specifications (e.g., curriculum, content, duration, class size, class audiences, prerequisites, location, and training aids) for system administration and end user training. CGI-AMS will provide development of functional Grants Management training materials, will provide trainer training, and will co-train end-user training.

Documentation (Project Plan Task 2.4.5)

CGI-AMS shall apply the updates and/or prepare an addendum to the AMS Advantage users and system documentation to reflect the modifications

completed during the eCAPS Phase III - Grants Management Subproject 9 implementation. CGI-AMS shall provide the following documentation:

AMS Advantage User Documentation – updated version of the AMS Advantage application documentation. These updates shall be loaded to the online application such that field level and page level help and effort handling may reflect eCAPS Phase III - Grants Management Subproject 9 modifications.

AMS Advantage Systems Documentation – updated version of the AMS Advantage application documentation. These updates shall include considerations for the County to update its operations documentation (e.g., potential impacts to the County's run books, call back lists, job dependencies, etc.).

Transition Management (Project Plan Task 2.4.6)

Transition management is comprised of tasks related to two key areas: departmental rollout and change management.

The County will develop a Department rollout support plan to serve as the basis for the County to develop procedures manuals, as well as department specific handbooks. The County will also establish Help Desk Support for the Grants Management system.

In the change management area, the County will prepare checklists for assessing its readiness for go-live. One checklist shall focus on a review of the County's operational/technical readiness (e.g., printers installed, workstations configured, operations team identified and trained, etc.) and the other shall focus on a review of the County's implementation/end-user readiness (e.g., end users trained, department outreach activities completed, etc.). CGI-AMS is not contracted to assist with the readiness assessments; the County will be responsible for all change management activities.

2.3.7 Create Phase: Summary of CGI-AMS Deliverables

A summary list of the deliverables and interim work products to be produced by CGI-AMS during the Create phase is provided in Appendix A-9 (Deliverables Definition).

2.4 Achieve Phase (Project Plan Task 3)

The Achieve phase encompasses those activities related to data conversion, production cutover (i.e., installation of the final-tested software into the County's production environment), and post-implementation support. The tasks to be completed during the Achieve phase are organized into the following sets of activities:

- Production Environment Setup (Project Plan Task 3.1);
- Data Conversion Preparation (Project Plan Task 3.2.4);
- Production Cutover (Project Plan Task 3.2.5); and
- Post-Implementation Support (Project Plan Task 3.3).

CGI-AMS shall also answer questions and provide support to the County team assigned to participate in the cutover activities as identified in the Production Cutover Script.

2.4.1 Production Environment Setup (Project Plan Task 3.1)

After testing has been completed, all newly created software will be moved to the eCAPS production environment. The County will be responsible for all software migrations, and for ensuring that software is migrated correctly.

2.4.2 Data Conversion Preparation (Project Plan Task 3.2.3)

The County shall take the lead on conversion. During the documented design decisions that were made by the County during the Design / Prototyping Sessions and Fit-Gap Analysis activities of eCAPS Phase II – Legacy Systems Analysis Subproject 5, participants expressed the need to manually convert grant information.

2.4.3 Production Cutover (Project Plan Task 3.2.5)

CGI-AMS shall prepare a detailed Production Cutover Script. This script shall define the County and CGI-AMS roles/responsibilities and sequence/timing of tasks (e.g., manual conversion processes, conversion verification, software migration, online table updates, and batch processing) that are necessary to activate in the County's production environment.

CGI-AMS shall also provide the assistance and support outlined in the Production Cutover script to facilitate the completion of the final conversion process and other cutover activities.

2.4.4 Post-Implementation Support (Project Plan Task 3.3)

CGI-AMS shall provide support services for a period of 60 days commencing upon the eCAPS Phase III - Grants Management Subproject 9 go-live date. During this post-implementation support period, CGI-AMS shall provide services in the following areas:

- Production operations monitoring;
- Production incidents resolution; and
- Change Order support.

Production Operations Monitoring

CGI-AMS shall work with County staff to monitor processing in the County's production environment. This task entails the review of system assurance reports, completion of any software upgrades, and system and database tuning assistance.

Production Incidents Resolution

CGI-AMS shall work with the County to resolve incidents reported by its end-user community and operations staff. Onsite CGI-AMS staff will coordinate incident resolution activities with its corporate Customer Support staff located in Fairfax, VA as needed.

Change Order Support

CGI-AMS shall design and develop software modifications per the priorities, estimates, and schedule assigned to them as part of the Change Control process. Upon completion of each modification, CGI-AMS shall present the modifications to County staff for review, approval, and Acceptance Testing.

2.4.5 Achieve Phase: Summary of CGI-AMS Deliverables

A summary list of the deliverables and interim work products to be produced by CGI-AMS during the Achieve phase is provided in Appendix A-9 (Deliverables Definition).

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Section II - Project Management

This section describes the project management activities and deliverables necessary to:

- Provide project direction and oversight to Subproject 9;
- Establish an approach to communicating the status of Subproject 9 activities and deliverables;
- Establish the staffing requirements and staffing projections for the implementation; and
- Establish the eCAPS Phase III Project Office for Subproject 9.

1. Project Management

CGI-AMS shall provide project management and oversight to the CGI-AMS staff on the project team in accordance with the tasks identified in this SOW section and Appendix M-9 (Subproject Assumptions).

The purpose of these activities is to establish the protocols for managing eCAPS Phase III – Grants Management Subproject 9, organize the project team, review project members' roles and responsibilities, and establish the project site. CGI-AMS shall have responsibility for its staff and complete project management-related tasks, with County review and approval, including:

- Establish protocols for project management and change control;
- Confirm key staff members and their roles and responsibilities;
- Establish project management standards and tools;
- Develop the key planning documents for the project;
- Developing a strategy to communicate the project approach;
- Plan & preparing kickoff meeting materials; and
- Conduct a kickoff meeting.

1.1 Project Team Operations (Project Plan Task 1.3)

The ongoing project management services to be provided by CGI-AMS shall encompass:

- Assigning and coordinating CGI-AMS team resources and deliverables;
- Tracking CGI-AMS team resources;
- Tracking CGI-AMS task and deliverable budgets;

- Reporting on CGI-AMS resources, deliverables and budgets, including the development of a minimum of bi-weekly status reports, a monthly status report and presentations to the project advisory committee;
- Identifying, tracking, and helping to resolve project issues;
- Providing review and guidance to the CGI-AMS team in addressing tasks/deliverables; and
- Coordinating project deliverables among all CGI-AMS resources.

1.2 Change Control Strategy (Project Plan Task 1.1.3)

CGI-AMS, with the County's review and approval, shall establish a Change Control Strategy. This plan shall be included in the Project Control Document (PCD) as described in Section I – Implementation Methodology. The purpose of the Change Control Strategy is to define the specific policies and procedures that will control the priorities and approvals of:

- Required modifications to the software;
- Changes due to legal or Federal, State or Board of Supervisor mandates;
- Departmental requests for changes; and
- Project Team request for changes.

The Change Control Strategy shall include at a minimum:

- Procedures for determining the best alternative to address the proposed change;
- Approval process of the recommended approach and alternative;
- Priority setting of requests;
- CGI-AMS procedures for analysis of costs (including costs for analysis), workload, impact on County departments and timeframe needed to implement requested change;
- Flowchart of Change Control process, including decision tree; and
- Recommended solution to track and monitor changes.

1.3 Status Reports (Project Plan Task 1.3.3)

CGI-AMS shall submit a minimum of biweekly status reports and a monthly status report to County Management that include:

- Project status against the project timetable;
- Status of Deliverables;
- Project Issues;

- Review of the Project Plan (as necessary); and
- Other significant issues that impact project stakeholders (e.g., departments).

It is expected that the County and CGI-AMS Project Managers and designated team leads will have at least semi-monthly project meetings (two times per month), more frequently as determined by the project management team, and bring staff, as necessary, to present and discuss project progress, issues, and risks.

The CGI-AMS monthly status report to County management will be used for briefing the project advisory committee. The CGI-AMS Project Manager will attend project advisory committee meetings and provide a briefing on project matters to the County. CGI-AMS shall assist County staff in the presentation of other briefings that may be requested by the County in order to inform the Board of Supervisors, departments or other committees on project status and issues for their consideration.

1.4 Project Organizational Chart (Project Plan Task 1.1)

The purpose of this activity is to establish the protocols for managing the eCAPS Phase III – Grants Management Subproject 9, organize the project team, and review key project members' roles and responsibilities. Project organization responsibilities will be divided between the County and CGI-AMS with each having prime responsibility for their respective staff.

2. Planning

Developing clear plans that allocate resources, define Deliverables, and provide a comprehensive view of all components of Subproject 9 will be critical for the successful implementation of the eCAPS Phase III – Grants Management Subproject 9. The project necessitates a well-defined roadmap of the project activities. CGI-AMS shall develop the detailed Project Control Document (Project Plan Task 1.1) within the first two months of the project and update the Project Control Document as necessary during the project.

3. Project Site

At a County-designated project site, CGI-AMS shall be responsible for making the project management tools/templates adopted by CGI-AMS and the County available on the project team network (Project Plan Task 1.1.2).

4. Communications

The eCAPS Phase III – Grants Management Subproject 9 is the initial component of a countywide initiative that requires support and understanding of all County departments. A key component to soliciting the necessary support is the development of a communication approach for facilitating open and timely communication. This allows County department management and end users:

- Maintain awareness of the project approach, schedule, and status;
- Obtain up-to-date training and procedural materials;
- Provide feedback and input to the Project Team; and
- Maintain awareness of the potential impact on their respective departments.

4.1 Communication Strategy

CGI-AMS shall update the strategy for communicating the activities of the project team both among members and to outside parties (management, departments, committees, vendors, etc.). This strategy shall be included in the Project Control Document (PCD) as described in Section I – Implementation Methodology (Project Plan Task 1.1.3). The purpose of the Communication Strategy is to establish protocols for project team communication among all project stakeholders, including the liaisons identified by the County to facilitate communication to the County departments.

CGI-AMS shall produce its assigned materials, as identified in the Communication Strategy. CGI-AMS communication materials may include:

- Project status reports to County project management;
- Input to the County-maintained project website;
- Assistance in developing and participation in executive presentations; and
- Assistance in developing and participation in departmental briefings.

4.2 Kick-off Meeting

CGI-AMS shall plan and conduct a kick-off meeting for project team members (Project Plan Task 1.2.4). CGI-AMS will develop a kick-off presentation which will outline project objectives, tasks, and the overall project timeline.

4.3 Website

The County shall use and maintain the existing eCAPS website as part of the Communication Plan. This website will be used to:

- Maintain and distribute project materials;
- Communicate the status of the Subproject 9; and
- Provide a vehicle for communicating with County departments (e.g., feedback, Q&A, FAQs, etc.).

The County will be responsible for maintaining the website and CGI-AMS shall assist in developing materials for placement on the site and completing its assigned tasks as identified in the Communication Plan.

5. Staffing - Key and Support Personnel & Responsibilities

This section identifies the roles and responsibilities of key and support team members of the eCAPS Phase III - Grants Management Subproject 9 (Project Plan Task 1.1.1). These roles and responsibilities may be modified at any time during Subproject 9 through mutual agreement between the County of Los Angeles and CGI-AMS.

Key personnel will, unless identified as otherwise, be dedicated full-time to Subproject 9 during the specific times indicated by the Project Plan. These staff members will be assigned to Subproject 9 in accordance with the terms and conditions specified in the Agreement.

The CGI-AMS team members shall be proficient with the AMS Advantage product. CGI-AMS shall provide the County with a suggested list of qualifications to assist the County in identifying qualified, skilled resources for the County's project team.

CGI-AMS shall provide the following Key Staff to the Subproject 9:

	Title	Name
1.	Project Director / Engagement Manager	Tim Popoli
2.	Project Manager	James Colbert

Any changes to the Key Staff identified shall follow the procedures identified in the Agreement. Assumptions as to the County's staffing for the Subproject 9 are provided in Appendix M-9 (Subproject Assumptions).

5.1 Project Management

5.1.1 CGI-AMS Project Manager

The CGI-AMS Project Manager shall:

- Have direct responsibility for and supervise the overall performance of the eCAPS Phase III - Grants Management Subproject 9 in conjunction with the County Project Manager;
- Serve as principle liaison to the County and the County's Project Manager;
- Participate in program strategic planning, coordination and release management;
- Compile and assist in the resolution of project issues;
- Acquire CGI-AMS resources;
- Manage scope;
- Coordinate CGI-AMS resources, activities and project teams;

- Coordinate submission of all work product and milestone deliverables required for acceptance and approval by the County of Los Angeles; and
- Develop biweekly and monthly progress reports to County Management and participate in status meetings and project advisory committee briefings (Project Plan Task 1.3).

5.2 Functional Team

5.2.1 CGI-AMS Functional Team Lead

The responsibilities of the CGI-AMS Functional Team Lead shall be to:

- Provide product expertise on specific issues;
- Oversee the quality of functional deliverables;
- Participate in the production of functional project deliverables on configuration, chart of accounts, etc.;
- Assist individual designers/developers with resolving functional issues;
- Review all functional designs for quality and consistency;
- Assist with the formulation and execution of the integrated system test plan; and
- Support teams in identifying and resolving incidents identified during testing.

5.2.2 CGI-AMS Functional Team Members

The functional CGI-AMS team members shall perform the following tasks under the direction of the CGI-AMS Project Manager and Functional Team Lead:

- Assist with table-driven application setup;
- Identify and resolve functional issues;
- Create functional designs and system test software modifications and reports;
- Develop integrated system test approach and assist in developing test scripts; and
- Develop/provide functional Deliverables templates and standards, where applicable.

5.3 Technical Resources

5.3.1 CGI-AMS Technical Team Lead

The responsibilities of the CGI-AMS Technical Team Lead shall be to:

- Track software construction work and progress to-date;
- Coordinate CGI-AMS technical resources;
- Forecast and manage work requirements for software development and testing;
- Forecast resource requirements for software development and testing;
- Provide guidance to the technical project team in the design and development of the technical architecture;
- Participate in release planning and management;
- Track and facilitate resolution of software construction and technical issues;
- Lead management review and approval process for software construction Deliverables; and
- Coordinate software incident resolution activities with CGI-AMS Customer Support staff.

5.3.2 CGI-AMS Technical Team Members

The CGI-AMS Technical Team shall provide system administration support under the direction of the CGI-AMS Project Manager and Technical Lead:

System administration activities include:

- Design, develop, and test software configurations, customizations, and new system processes;
- Applying patches and fixes to AMS Advantage software;
- Managing and configuring the AMS Advantage software during Subproject 9 in accordance with the Grants Management Project Plan;
- Monitor system logs during software development and assist in troubleshooting; and
- Identifying software rollout requirements.

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Section III – Software Application

1. Software Description

CGI-AMS has provided the AMS Advantage Financial 3.6 (or later) modules to the County as identified in the Exhibit H (License Provisions), as amended.

It is the County's intent to implement the following AMS Advantage modules under this SOW:

- Grants Management module; and
- Expanded functionality with Grant Management module for Cost Accounting.

2. AMS Advantage Software Implemented

This Section III presents a high-level summary of the functionality provided by the AMS Advantage software modules to be supplied by CGI-AMS under this Subproject 9. The actual functionality to be implemented shall be fully in accordance with the Business Requirements identified in Appendix C-9 and the documented design decisions that were made by the County during the Design / Prototyping Sessions and Fit-Gap Analysis activities of eCAPS Phase II – Legacy Systems Analysis Subproject 5.

The AMS Advantage software shall be supplied by CGI-AMS and installed by the County. The software installation shall be accompanied by the installation or delivery of all available documentation for the installed functionality.

3. Third-Party Products - To Be Provided by CGI-AMS

As required third-party products are included in the standard CGI-AMS software license as identified in Exhibit H-9 (License Provisions).

The County shall complete the installation and installation testing activities to allow the installed third-party software to be accessed and executed by the County and CGI-AMS staff for the purposes of:

- Completing configurations, customizations, software development, and reports development, and software testing (Project Plan Tasks 2.2.5, 2.2.6, 2.2.7);
- Completing system administration, trainer and end-user training (Project Plan Task 2.4.4); and
- Completing production cutover activities (Project Plan Task 3.2).

4. End User Training Tool

The County will develop the training materials and tools for Grants Accounting. As Grants Management is a new module to Advantage Financial, training materials do not yet exist in any form. CGI-AMS will develop the training materials and tools for the Grants Management module. CGI-AMS shall provide consulting support during the development of Grants Management Training Materials in the following areas:

- Understanding of Grants Management functionality and processing flows
- Assistance with structure of training materials based on eCAPS standards
- CGI-AMS shall provide any AMS Advantage training materials to support the end user training, product training, and technical training volumes identified in Appendix K-9 (Training Volumes). The Project Plan assumes utilization of the AMS Advantage training materials (as customized per the Training Plan) and standard training methodologies as the basis for conducting training of the financial modules implemented in the system. Standard training materials and methodologies include: on-line independent study guides, on-line training courses, printed learning aids, alternative training mechanisms through coaching sessions, training tools, and Job Aids. The County will customize the Grants Accounting training materials, and develop any new Grants Accounting training materials for use during Subproject 9.

Section IV – Business Requirements

1. Business Requirements

eCAPS Phase II - Legacy Systems Analysis Subproject 5 activities included a Joint CGI-AMS/County Project Team, which performed a Functional Analysis of the stated functional and reporting-related requirements by conducting Discovery/Prototyping Sessions and a Fit-Gap Analysis. Based upon the results from these activities CGI-AMS and the County developed the overall strategy for supporting the Grants Management Appendix F-9 (Reports) reporting requirements and compiled the County's business requirements Appendix C-9 (Business Requirements).

The results of the Functional Analysis confirmed the actual customizations to be implemented during Subproject 9. It is the responsibility of CGI-AMS to develop the system customizations identified as meeting the requirements in Appendix C-9 (Business Requirements).

CGI-AMS identified how the AMS Advantage Financial modules can accommodate these business requirements, included in the following Appendices:

- Appendix C-9 (Business Requirements) – CGI-AMS's response to all of the County's stated business requirements; and
- Appendix J-9 (Configurations and Customizations) – Business requirements CGI-AMS identified as: a) requiring configuration or customization using the AMS Advantage Design Studio toolset or b) being supported in the next AMS Advantage software release.

The County is responsible for conducting an analysis of all reporting requirements, developing and delivering all Grants Management required reports, including the following gathered reporting requirements:

- Appendix F-9 (Reports) – A subset of Appendix C-9 (Business Requirements) identifying the business requirements specifically related to reporting. Each of these requirements is to be supported by one of the following: Cognos reporting tool functionality, standard reports, custom-developed reports or ad hoc queries.

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Section V – Data Warehouse and Reporting

Leveraging the Data Warehouse Strategy developed during the eCAPS Phase II - Legacy Systems Analysis Subproject 5, CGI-AMS will refine the approach, develop a detailed plan, and establish standards for modification of the eCAPS Data Warehouse and infoAdvantage components. Based upon the results gathered during Subproject 5, CGI-AMS established the changes necessary for the Data Warehouse and ETL modifications.

Leveraging the Reporting Strategy developed during the eCAPS Phase II - Legacy Systems Analysis Subproject 5, the County will refine the approach, develop a detailed plan, and establish standards for the reporting solution to support reporting requirements identified in Appendix F-9 (Reports). The County has taken the lead on managing the reporting strategy and overall report development effort for Subproject 9. The County's participation in the planning, design, development, testing, and implementation of the eCAPS Reporting solution is further clarified in Appendix M-9 (Subproject Assumptions).

This section describes the components of the reporting solution and the approaches for delivering each component. The Implementation Methodology section above describes the methodology and activities required to support these approaches.

1. Approach

The County will perform a detailed reports analysis, comparing Grants Management reporting requirements gathered during eCAPS Phase II – Legacy System Analysis Subproject 5 to the updated Reporting solution. The County will be responsible for updating the reporting requirements as additional departments go-live. This establishes the framework for the design and development of any Reporting Solution modifications. The County will also be responsible for performing all other reporting activities including the responsibilities identified in Appendix M-9 (Subproject Assumptions).

The remaining sections of this Data Warehouse and Reporting Approach describe the various components of the adopted eCAPS reporting model at the County. This model has already been implemented in the eCAPS production environment, and should be utilized to address Grants Management reporting needs whenever possible.

1.1 AMS infoAdvantage Data Warehouse Data Model

CGI-AMS will design and develop necessary changes to the eCAPS AMS infoAdvantage Data Model to support software customizations and unique business requirements. This updated Data Model will become the basis for delivering the remainder of the AMS infoAdvantage components.

1.2 AMS infoAdvantage Data Warehouse Database

Upon finalization of the Data Model changes, CGI-AMS will design and develop the necessary modifications to the Logical and Physical databases for the eCAPS Data Warehouse.

1.3 AMS infoAdvantage ETL Software

CGI-AMS will create the design for the new ETL software and develop the modifications to the eCAPS AMS infoAdvantage ETL software to support software customizations.

Section VI – Technical

1. eCAPS Technical Architecture

Appendix I-9 (Subproject Architecture and Schematic) provides an estimate of processing capacity requirements for eCAPS Phase III – Grants Management Subproject 9 and depicts the technical architecture as recommended by CGI-AMS to achieve those processing capacity requirements. This architecture was developed based on a set of assumptions and technical requirements provided by CGI-AMS and the County.

1.1 Environments

Part of the set-up of the architecture will be the configuration of eight separate environments. At this time, the environments have been designated as:

- Baseline;
- Development / Unit Test;
- System Test;
- User Acceptance Test / Practice;
- Conversion;
- Training;
- Production; and
- Cognos (Reporting).

Final decisions on the number of environments established will be made by the County and documented as part of the Detailed Subproject Plan.

Where applicable (as outlined in Appendix I-9 (Subproject Architecture and Schematic)), each environment may be a clone of the production environment with the exception of the data stored in the application databases which shall be limited to support the purpose of the environment. Each must be fully functional and able to stand alone without any reliance on another environment. Each environment shall be capable of standing alone without sharing components of another environment.

2. Workstation Specifications

CGI-AMS has informed the County that its AMS Advantage suite utilized architecture without traditional client software installed on the end user workstations to support end user functions. An AMS Advantage compatible Web browser is required to support end user functions. Other than the compatible Web browser, there are no executables on the client-side to use the AMS Advantage client, except for those required for certain

configuration and system administration functions. Thus, the client can be an Internet device that can use a Web browser supported by AMS Advantage that uses standard Internet technologies such as HTTP, HyperText Markup Language (HTML) 4.0 and higher, Cascading Style Sheets (CSS) level 1 and JavaScript 1.1 and higher to communicate with the AMS Advantage suite. Currently, AMS Advantage supports Microsoft Internet Explorer 6.0 and higher. Other browser and platforms may be compatible, if the required browser standards are supported. However, CGI-AMS has not certified tested other operating system (OS) platforms and other web browsers and can not provide customer support services for platforms other than those that are certified. The Internet client device accessing the Internet architecture already has the software and configuration it needs, assuming that it is installed and configured with the AMS Advantage supported Web browser. No additional software (e.g. Java applets, Windows DLLs, or browser plug-ins), except for configuration and system administration functions and certain advanced end user features related to the Cognos business intelligence toolsets, must be installed on the client workstations for interaction with AMS Advantage suite.

2.1 Memory

Memory requirements will fluctuate, depending upon the Windows operating system type, the number of other applications running concurrently (e.g., word processing application, virus checker, etc.). Additionally, memory requirements will be directly dependent upon the requirements defined by the Web browser vendor. For illustration purposes, the following memory requirements were taken from the Microsoft Website for Internet Explorer Web browser:

System Requirements for Internet Explorer

Posted: September 09, 2002

The recommended system configuration to use Internet Explorer 6 Service Pack 1 (SP1) is Microsoft Windows® 2000, Windows Millennium Edition (Windows Me), or Windows NT® on a computer running with a Pentium III processor and 128 megabytes (MB) of RAM.

The minimum requirements needed to run Internet Explorer 6 SP1 are listed below. Additional system requirements are not required when running Windows XP. Some components may require additional system resources not outlined below.

Minimum Requirements	
Computer/Processor	Computer with a 486/66-MHz processor or higher (Pentium processor recommended)
Operating System	Microsoft Windows® 98, Windows 98 Second Edition, Windows Millennium Edition (Windows Me), Windows NT® 4.0 with the high encryption version of Service Pack 6a (SP6a) and higher, Windows 2000, or Windows XP

Memory	<p>For Internet Explorer 6 SP1: RAM requirements depend on the operating system used</p> <p>Windows 98: 16 MB of RAM minimum Full install size: 11.5 MB</p> <p>Windows 98 Second Edition: 16 MB of RAM minimum Full install size: 12.4 MB</p> <p>Windows ME: 32 MB of RAM minimum Full install size: 8.7 MB</p> <p>Windows NT® 4.0 with SP 6a and higher: 32 MB of RAM minimum Full install size: 12.7 MB</p> <p>Windows 2000: 32 MB of RAM minimum Full install size: 12 MB</p> <p>Windows XP SP1: 32 MB of RAM minimum Full install size: 12 MB</p>
Drive	CD-ROM drive (if installation is done from a CD-ROM)
Display	Super VGA (800 x 600) or higher-resolution monitor with 256 colors
Peripherals	Modem or Internet connection; Microsoft Mouse, Microsoft IntelliMouse®, or compatible pointing device

2.2 CPU

CPU speed does affect HTML page refresh time. All users should have a minimum of 512 MB of RAM and a Pentium 4 1.2 GHz processor with equivalent graphics card capabilities to have a good user experience.

Since the CGI-AMS solution is completely Web-based for end users, powerful client hardware of traditional client/server applications is not required. In general, PC configurations must support a compatible web browser (e.g., IE 6.0 or higher). The following exhibit illustrates some typical configurations that can support Web browsers for an end user. The minimum configuration represents a “reasonable” minimum to support a low-end configuration using IE 6.0 as the web browser. The performance is affected by many factors, such as network connectivity (LAN speed, NIC, etc.); graphics card capabilities, other running applications, etc. End users must have adequate network connectivity to the AMS Advantage assigned web servers.

Sample Client Hardware Configurations

Client Specifications	Minimum Configuration	Typical Configuration
Operating System	Windows 98 and above (per Microsoft system requirements for IE 6.0)	Windows XP SP1
CPU	Pentium III	Pentium 4
Machine Speed	400 Mhz	1 GHz and higher
RAM	128-256 MB	256-512 MB
Hard Drive	10 GB	40 GB and higher
Monitor	17" Monitor	17" Monitor
Network	Appropriate NIC for local network access (e.g. 100-Base-TX Ethernet NIC)	Appropriate NIC for local network access (e.g. 100-Base-TX Ethernet NIC)
Graphics	High quality graphic card	High quality graphic card

For IT developers, analysts, and administrators, more powerful workstations are recommended. While 1 GB is the minimum for most configuration and administration functions, CGI-AMS suggests a minimum of a Pentium 4 with 2 GB of memory or higher to sustain developer productivity levels. Typically, developers will run both the Web and application servers on their workstations, with connectivity to a shared non-production database server. These additional applications require greater processing power over that needed by typical production users.

3. Manual Conversion Approach

Data Conversion for eCAPS Phase III - Grants Management will include Plan Development, Development and Testing, and Deployment of Manual Conversion. Each phase will have its own list of tasks and Deliverables as detailed below.

The County's participation in the planning, development and execution of the data conversion for departmental/legacy data, data cleansing, and data conversion verification processes are described in Appendix M-9 (Subproject Assumptions).

3.1 eCAPS Phase III - Grants Management Conversion Plan Development

The manual data conversion plan will be developed by the County and reviewed by CGI-AMS and the County. The County will identify a manual data conversion strategy that includes any updates to the County's data conversion requirements (as stated in Appendix E-9 (Conversions)) and identifies the County as the lead on the development and testing methodologies to be used during the manual conversion development and unit testing effort.

3.2 Conversion Risk Areas

The following are potential risk areas that shall be evaluated and managed by CGI-AMS and the County during the conversion. Changes in project schedule and level-of-effort could change as a result of issues discovered in the following areas:

- Timing of Conversion Tasks – Manual conversion tasks must be integrated into the main application development schedule and closely coordinated;
- Increased complexity - The fields of the legacy systems must map cleanly to the AMS Advantage fields. For example, if a field in the old system uses five characters and CGI-AMS only allows three characters, new codes must be developed. In addition, a translation table of the legacy system values to the CGI-AMS values must be developed and maintained; and
- Functional modifications and enhancements to the CGI-AMS system must be carefully managed and coordinated.
 - CGI-AMS and the County shall employ standard AMS Advantage upgrade tools/templates and proven approaches to help mitigate manual conversion risks, minimize the County’s data cleansing effort, and improve the consistency and quality of the legacy systems data conversion

4. Interface Approach

During eCAPS Phase II Subproject 5, only one interface was identified to the DPW Grants Management system, which is currently still under construction by DPW. This one interface will export data from eCAPS into the DPW Grants Management system, as identified in Appendix D-9 (Interfaces). The County will be responsible for the design, development and unit testing of the interfaces and developing extract and load files for the interfaces. The County shall complete its Acceptance Testing of these interfaces by coordinating with the execution of interface testing.

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Section VII – Change Management

1. Change Readiness Assessment

Project team and department readiness is a critical factor to the timely completion of the eCAPS Phase III - Grants Management Subproject 9 implementation, and CGI-AMS shall incorporate the following tasks in the detailed implementation plan. All Change Management related activities are the responsibility of the County under Subproject 9.

- Project Team Training (Project Plan Task 2.2.7.1); and
- Operational and Implementation Readiness Assessment (Project Plan Task 2.4.6.2.1 and 2.4.6.2.2).

1.1 Project Team Training (Technical)

The County has provided technical team training to the project team members as a part of eCAPS Phase I & II. Subproject 9 provides for technical team training by the County as necessary, (Project Plan Task 2.2.7.1).

If necessary, other County Training responsibilities include:

- Training for the technical staff responsible for the installation, development, implementation, and support of the application;
- AMS Advantage tools; and
- Third-party software provided as part of the software license.

1.2 Transition Strategy

During the Implementation Assessment (Envision phase), CGI-AMS worked with the County to develop the strategy for facilitating a smooth transition to eCAPS. In the Create phase, CGI-AMS will follow the Transition Plan developed by the County's Change Management Team to assess the County's level of motivation for change, understanding of the eCAPS, current end user skills, and overall support for change.

The Change Management Team shall use the transition strategy to highlight detected change management-related risks. The plan will be consistent with the risk mitigation and communication strategies outlined in the Project Control Document (Project Plan Task 1.1.7).

2. Training Volumes (Appendix K-9)

During the Implementation Assessment (Envision phase), CGI-AMS designed a training strategy identifying customized training for end users to prepare for implementation and ongoing operation. In this strategy, CGI-AMS provided for a training approach, which

will provide opportunities for County staff to be trained in the use of the AMS Advantage suite according to the business processes identified by the Project team.

The following expands on each of the components to be included in the eCAPS Phase III – Grants Management Training Plan.

2.1 Training Timeframe

The training strategy shall be to schedule the user training to occur as close to the implementation of the AMS Advantage software as possible. The training approach includes two distinct components: trainer training and end user training.

2.2 Trainer Training (Project Plan Task 2.4.4.4.1 and 2.4.4.4.2)

CGI-AMS shall consult with the County to determine the best approach for training the departmental system users.

The technical training program will present the Advantage baseline training materials designed to train the County's technical staff to operate and maintain the upgraded system on the platform selected by the County.

2.3 End User Training (Project Plan Task 2.4.4.4.3)

The County and CGI-AMS will co-train End Users during Subproject 9. CGI-AMS shall work with the County to confirm the training requirements of the end users of the AMS Advantage system and new business processes. The Training Plan shall outline the detailed logistics, methodologies, and materials necessary to prepare end users to operate in the new environment.

CGI-AMS's proposed training strategy shall be to co-train with County staff for trainer training. End user training will consist of County instructor-led classes with CGI-AMS co-trainers and independent practice performing the County business functions in a training/learning environment. Managers are a subset of the end user training audience and specific training materials will be available to present AMS Advantage system functionality at an overview level.

CGI-AMS shall attend and provide functional expertise for instructor orientation classroom training (i.e., Trainer Training) (Project Plan Task 2.4.4.4.3). CGI-AMS shall also provide consulting support and functional expertise during the County's development of the training materials for use in Grants Accounting end user training.

AMS Advantage End User Training products for the Grants Management module provide out of the box training materials, including the Instructor and Participant Guides, and learning aids. These materials will be customized by CGI-AMS to reflect the specific County business processes and modifications to eCAPS.

Depending upon the training plan to be developed by the County, end user training may include:

- Instructor Facilitated Learning (IFL);
- Learning aids;
- Instructor Facilitated e-Learning;
- On The Job Sessions (OTJ);
- Ongoing informal training – communications, workshops, and subject matter expert support (on-site);
- Training Practice Environment – end users are able to practice what was learned during the instructor led training class, in a training environment at their own desk (on-site); and
- Independent Study Guides – tool for the occasional user, who may not need classroom training but may require some level of support in using the product on the job.

2.4 Training Plan

The Training Plan shall outline the detailed tasks for training materials development and execution and will include:

Planning

- Training guiding principles;
- Key Impact Areas;
- Timeline for training development and delivery;
- Training needs analysis for each To Be role;
- Training development estimates; and
- Preliminary trainer/coach and facilities requirements.

Course Development and Delivery

- Approach for training delivery and evaluation;
- User support approach;
- Participant registration approach;
- Strategy for incorporating procedures into training;
- High-level requirements the training database (e.g. development, refresh strategy, etc.);
- High-level requirements for customization of the delivered End User Training (EUT) materials;

- High-level requirements for development of custom training materials;
- Documentation standards approach for EUT;
- Testing approach for EUT; and
- Approach for ongoing training maintenance and delivery.

3. Knowledge Transfer

CGI-AMS shall provide “knowledge transfer” to County staff by working side-by-side with County staff from the beginning of the Subproject 9.

As part of the overall training and knowledge transfer strategy developed during the Envision phase, CGI-AMS is scheduled to assist the County with critical elements of the Grants Management implementation, and serve in a consulting capacity for many project tasks, such as:

- Assisting with table configuration management;
- Supporting Acceptance tests;
- Providing guidance on conversion tasks;
- Providing system expertise during implementation; and
- Providing 2 months post implementation support.

Section VIII - Maintenance and Support (including Platinum options)

This Section describes the AMS Advantage Platinum Support Program that is currently in place for the eCAPS project. The terms and conditions applicable to the described support are described in Exhibit E, as amended by Amendment No. 2. The Grants Management module will be included at no additional charge under Platinum Support for the duration of the County's current Platinum Support agreement.

1. Subject Matter Experts

A team of technical and functional subject matter experts (SMEs) will be dedicated to the maintenance and support of eCAPS pursuant to the terms of the CGI-AMS Client Services Platinum Support and Maintenance Service Level Agreement ("PSM") attached to and made a part of Exhibit E to the Agreement. Upon commencement of Platinum Maintenance Support as described in Exhibit E, as amended, two (2) to three (3) of the total number of support (SMEs) will be located in Los Angeles for continued on-site support at the County's facility as described in the PSM.

2. Priority Response

A copy of the County's entire eCAPS solution developed, implemented and running in live production operations pursuant to the Agreement will be installed at the CGI-AMS data center to enable the Client Support team to respond more quickly to your issues. Priority responses based on the defect level is more particularly described in Exhibit E, as amended. While a replica of the County's solution will be available at the CGI-AMS data center as described, CGI-AMS will not replicate the County's production hardware environment for purposes of providing the Platinum Support and Maintenance.

3. 24 x 7 Support

CGI-AMS will provide round-the-clock access to AMS Advantage expertise for your mission critical issues via the Web, email and phone.

4. Up-To-Date Functionality

CGI-AMS will apply to the County's solution every patch, fix pack and minor release made generally available by CGI-AMS to other licensees of the AMS Advantage software operating at the County. A database administrator and configuration manager who are part of the Platinum Support team, will upgrade, test and "package" the County's upgraded solution for implementation.

5. Support of Customizations

All County customizations will be integrated into each patch, fix pack and minor release and will be regression and system tested prior to delivery to the County. CGI-AMS and the County will determine the frequency at which they will conduct code merges in order to synch up patches, fix packs and minor releases with any modifications made by the County on-site.

Appendix A-9 – Deliverables Definition

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Appendix A-9 – Deliverables Definition

1. Project Planning and Management

#	Deliverables	Work Products and Description	Task ID	Payment Milestone
1.	Grants Management Project Control Document	<ul style="list-style-type: none"> • Subproject 9 Charter and Roadmap describing Subproject 9 objectives, scope, assumptions, and overall timelines for Subproject 9 phases and deliverables. 	1.1	1.1.7
		<ul style="list-style-type: none"> • Subproject 9 Organization describing roles and responsibilities of Subproject 9 teams, including entities for project management and oversight. 	1.1.1	
		<ul style="list-style-type: none"> • Project Governance that describes the process, tools and standards for: <ul style="list-style-type: none"> ○ Communication ○ Status reporting ○ Scope management ○ Risk and issue management ○ Project documentation standards 	1.1.2	
		<ul style="list-style-type: none"> • Update strategies for communication, risk mitigation and change control created during Phase I. 	1.1.3	
		<ul style="list-style-type: none"> • Update Project Control Document 	1.1.5	
2.	Grants Management Project Kick-Off	<ul style="list-style-type: none"> • Prepare Project Kick-Off Presentation 	1.2.1	1.2.5
		<ul style="list-style-type: none"> • Update Kick-Off Materials 	1.2.3	
		<ul style="list-style-type: none"> • Conduct Kick-Off Meeting 	1.2.4	
3.	Monthly Status Reports	<ul style="list-style-type: none"> • Monthly Status Report that is comprised of a compilation of weekly status reports for the month with an executive summary describing: <ul style="list-style-type: none"> ○ Subproject 9 deliverables completed ○ Subproject 9 risks and issues ○ Key accomplishments ○ Goals for Next Period ○ Updated project plan ○ Updated matrix of work products/deliverables and their progress 	1.3.3	1.3.4
		<ul style="list-style-type: none"> • Bi-Weekly Status Report that includes: <ul style="list-style-type: none"> ○ Tasks, work products, and deliverables completed ○ Tasks, work products, and deliverables in progress ○ Tasks, work products, and deliverables scheduled but not completed ○ Issue log 	1.3.3	

2. Create Phase

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
4.	Application Software Modifications Functional Designs – Iteration I	• Develop Functional Designs for software modifications.	2.2.1.1	2.2.1.5
		• Update Functional Designs.	2.2.1.3	
5.	Application Software Modifications – Iteration I	• Technical Designs for software modifications.	2.2.1.6	2.2.1.11
		• Develop and unit test software modifications.	2.2.1.7	
		• System test scripts and results for software modifications.	2.2.1.8	
		• Packaged and delivered software modifications for Client Iteration Test.	2.2.1.9	
6.	Application Software Modifications Functional Designs – Iteration II	• Develop Functional Designs for software modifications.	2.2.2.1	2.2.2.5
		• Update Functional Designs.	2.2.2.3	
7.	Application Software Modifications – Iteration II	• Technical Designs for software modifications.	2.2.2.6	2.2.2.11
		• Develop and unit test software modifications.	2.2.2.7	
		• System test scripts and results for software modifications.	2.2.2.8	
		• Packaged and delivered software modifications for Client Iteration Test.	2.2.2.9	
8.	Application Software Modifications Functional Designs – Iteration III	• Develop Functional Designs for software modifications.	2.2.3.1	2.2.3.5
		• Update Functional Designs.	2.2.3.3	
9.	Application Software Modifications – Iteration III	• Technical Designs for software modifications.	2.2.3.6	2.2.3.11
		• Develop and unit test software modifications.	2.2.3.7	
		• System test scripts and results for software modifications.	2.2.3.8	
		• Packaged and delivered software modifications for Client Iteration Test.	2.2.3.9	
10.	Recap System Control Tables Setup	• Review Delivered System Control Tables Set Up.	2.2.4.1	2.2.4.7
		• Support System Control Tables.	2.2.4.4	

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
11.	Data Conversion Plan Support	<ul style="list-style-type: none"> Support County development of manual data conversion plan by reviewing plan, providing feedback, and answering questions around new data elements. 	2.2.6.2.2	2.2.6.2.6
12.	Integrated System Test Plan and Scripts	<ul style="list-style-type: none"> Develop Integrated System Test Plan & Scripts. 	2.3.1.1	2.3.1.5
		<ul style="list-style-type: none"> Update Integrated System Test Plan & Scripts. 	2.3.1.3	
13.	Integrated System Test Results	<ul style="list-style-type: none"> Execute Integrated System Test. 	2.3.1.6	2.3.1.10
		<ul style="list-style-type: none"> Correct Integrated System Test Issues. 	2.3.1.8	
14.	User Acceptance Test Support – Month #1	<ul style="list-style-type: none"> Support User Acceptance Test to include: <ul style="list-style-type: none"> Reviewing and respond to reported User Acceptance Test Issues. Provide assistance to County's technical staff to support User Acceptance Testing. 	2.3.3.5	2.3.3.8
15.	User Acceptance Test Support – Month #2	<ul style="list-style-type: none"> Support User Acceptance Test to include: <ul style="list-style-type: none"> Reviewing and respond to reported User Acceptance Test Issues. Provide assistance to County's technical staff to support User Acceptance Testing. 	2.3.3.5	2.3.3.9
16.	System Administration Training Preparation Support	<ul style="list-style-type: none"> Support Training Materials Preparation <ul style="list-style-type: none"> Reviewing and respond to County Inquiries regarding the materials. 	2.4.4.3.2	2.4.4.3.6
17.	End User Training Plan Materials Preparation (Grants Management)	<ul style="list-style-type: none"> Develop AMS Advantage 3 Training Materials for Grants Management module 	2.4.4.4.1.3	2.4.4.4.1.8
18.	Trainer Training Support	<ul style="list-style-type: none"> Support trainer training via co-trainer model for Grants Management and Grants Accounting sessions as specified in Appendix K-9 	2.4.4.4.2.4	2.4.4.4.2.7
19.	End User Training Support (DPW, PK, CS, SH)	<ul style="list-style-type: none"> Support end user training via co-trainer model for Grants Management and Grants Accounting sessions as specified in Appendix K-9, limited to the listed departments 	2.4.4.4.3.2	2.4.4.4.3.5
20.	End User Training Support (Other Departments)	<ul style="list-style-type: none"> Support end user training via co-trainer model for Grants Management and Grants Accounting sessions as specified in Appendix K-9, limited to number of sessions specified 	2.4.4.4.3.6	2.4.4.4.3.8

#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
21.	AMS Advantage User Documentation	• Update online Advantage Users' Documentation.	2.4.5.1.1	2.4.5.1.6
		• Prepare Updates/Addendum to Users' Guide	2.4.5.1.2	
		• Update Advantage Users' Documentation.	2.4.5.1.4	
22.	AMS Advantage System/Operations Documentation	• Update online Advantage System Documentation as.	2.4.5.2.1	2.4.5.2.6
		• Prepare Updates/Addendum to Systems/Operations Documentation	2.4.5.2.2	
		• Update Advantage system/operation documentation.	2.4.5.2.4	

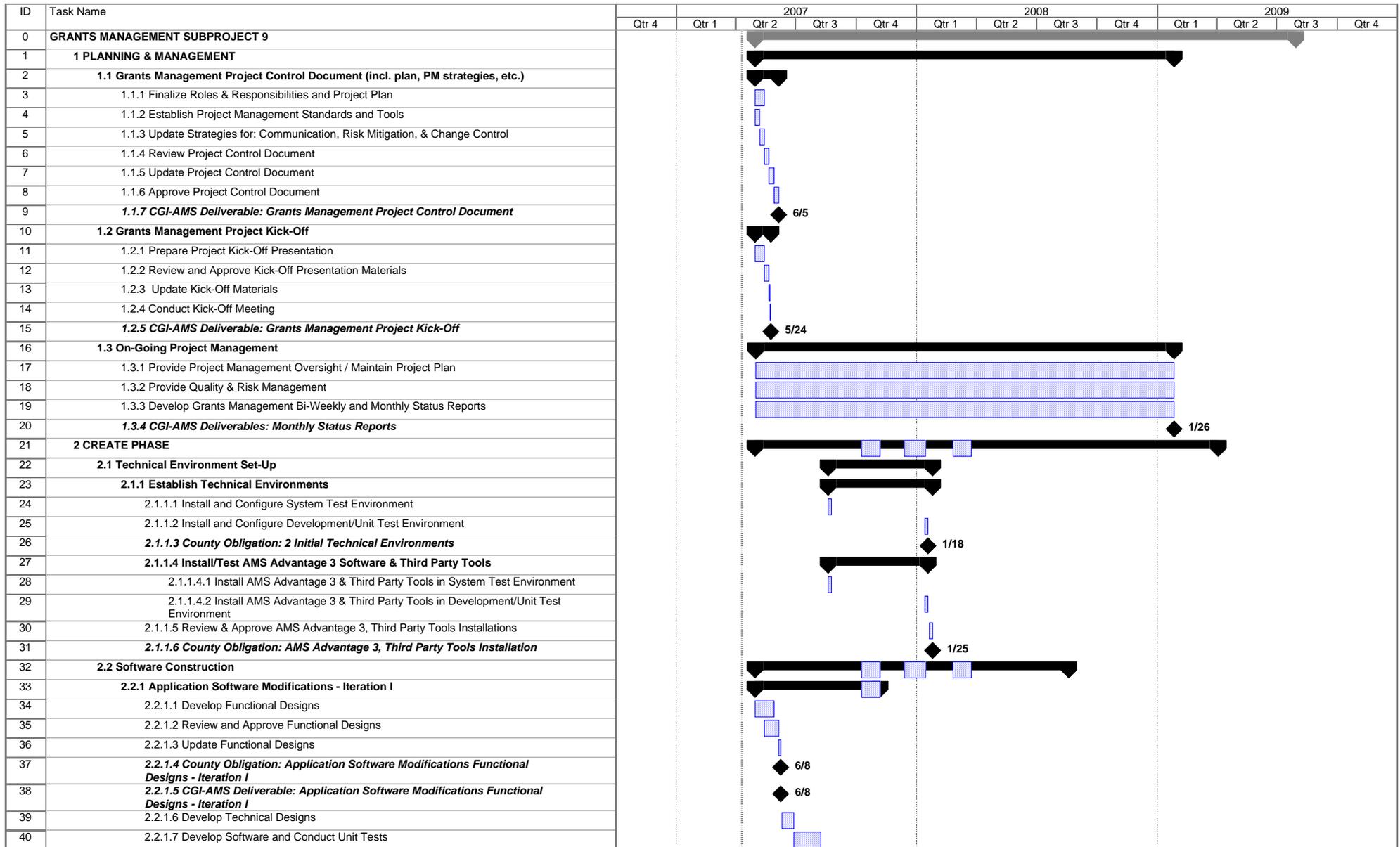
3. Achieve Phase

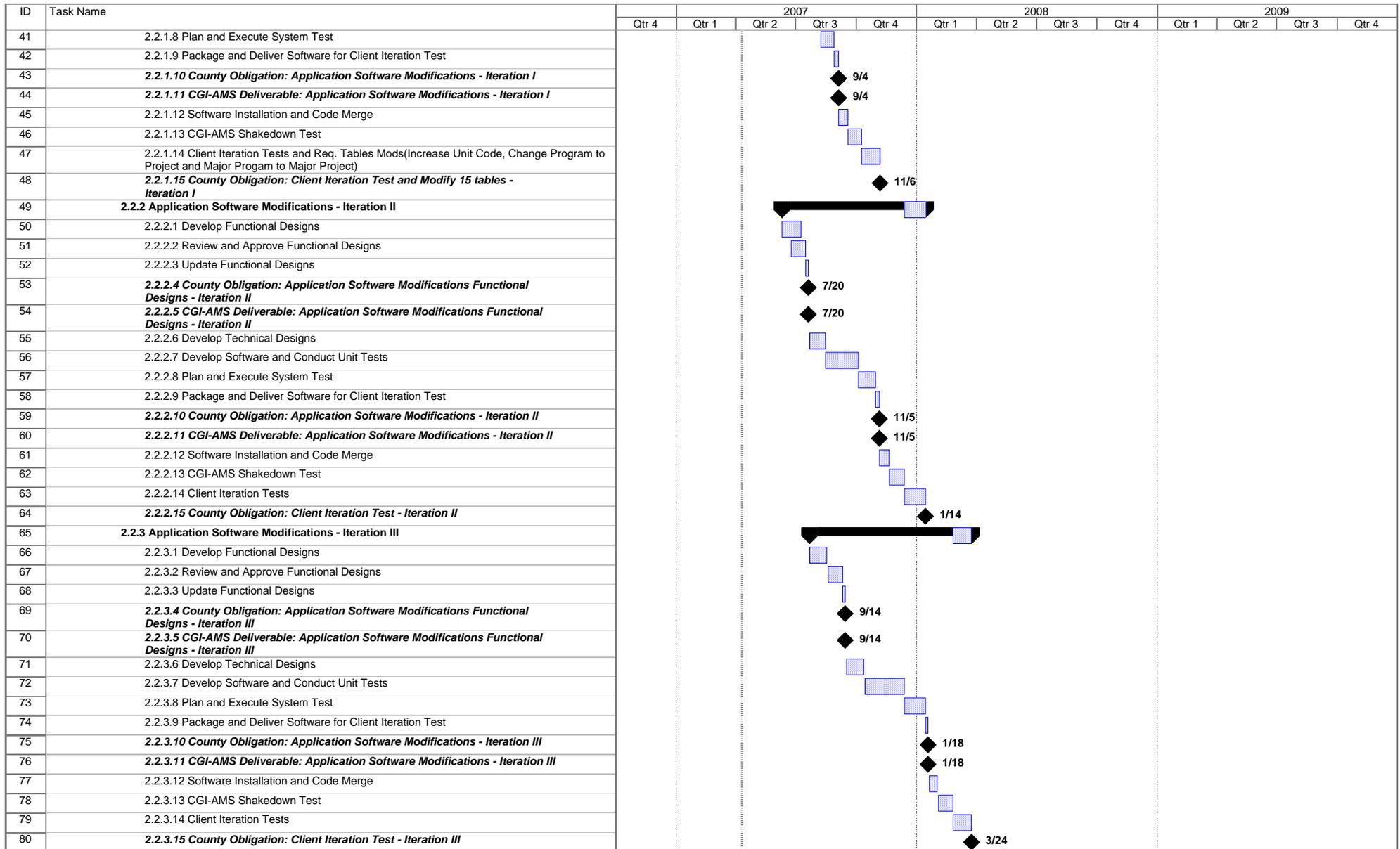
#	Deliverables	Work Products and Descriptions	Task ID	Payment Milestone
23.	Production Cutover Script	• Draft Production cutover script.	3.2.1.1	3.2.1.5
		• Update Production cutover script.	3.2.1.3	
24.	Production Cutover Complete (DPW)	• Execute Cutover Rehearsal/Mock Conversion.	3.2.2	3.2.11
		• Technical support for Production Cutover.	3.2.8	
		• Hand-off operations to Client Support staff.	3.2.9	
25.	Post-Implementation Support – Month #1	• Provide post-implementation support services – Month #1.	3.3.1	3.3.3
26.	Post-Implementation Support – Month #2	• Provide post-implementation support services – Month #2	3.3.2	3.3.4
27.	Department Go-Live Support (PK)	• Provide support services to Parks and Recreation for their Go-Live efforts.	3.5.1	3.5.3
28.	Department Go-Live Support (CS)	• Provide support services to Community and Senior Services for their Go-Live efforts.	3.5.4	3.5.6
29.	Department Go-Live Support (SH)	• Provide support services to the Sheriff's Department for their Go-Live efforts.	3.5.7	3.5.9
30.	Additional Department Go-Live Support	• Provide support services for additional County Department Go-Live efforts.	4.1	4.1

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Appendix B-9 – Project Plan

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ID	Task Name	2007					2008				2009			
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
81	2.2.4 System Control Tables Setup													
82	2.2.4.1 Review Delivered System Control Tables Setup													
83	2.2.4.2 Setup System Control Tables Data (from Fit-Gap Analysis)													
84	2.2.4.3 Populate and Test System Control Tables													
85	2.2.4.4 Support System Control Tables													
86	2.2.4.5 Review & Approve System Control Tables Setup													
87	2.2.4.6 County Obligation: System Control Tables Setup													
88	2.2.4.7 CGI-AMS Deliverable: Recap System Control Tables Setup													
89	2.2.5 System Interfaces													
90	2.2.5.1 Outbound eCAPS Interface Design and Development													
91	2.2.5.1.1 Develop Outbound eCAPS Interface Designs - Mapping & Transformation													
92	2.2.5.1.2 Review Outbound eCAPS Interface Designs													
93	2.2.5.1.3 Approve Outbound eCAPS Interface Designs													
94	2.2.5.1.4 County Obligation: Outbound Interface Designs													
95	2.2.5.1.5 Develop and Unit Test Outbound Interfaces Programs													
96	2.2.5.1.6 System Test Outbound Interfaces Programs													
97	2.2.5.1.7 County Obligation: Outbound Interface Software													
98	2.2.6 Data Conversion													
99	2.2.6.1 Data Conversion Environment Setup													
100	2.2.6.1.1 Install and configure Conversion Environment													
101	2.2.6.1.2 County Obligation: Conversion Environment													
102	2.2.6.1.3 Install AMS Advantage 3 & Third Party Tools in Conversion Environment													
103	2.2.6.1.4 County Obligation: AMS Advantage 3, Third Party Tools Installation													
104	2.2.6.2 Grants Management Manual Conversion Plan													
105	2.2.6.2.1 Develop Detailed Manual Conversion Plan													
106	2.2.6.2.2 Review Manual Conversion Plan													
107	2.2.6.2.3 Update Manual Conversion Plan													
108	2.2.6.2.4 Approve Manual Conversion Plan													
109	2.2.6.2.5 County Obligation: Review Detailed Manual Conversion Plan													
110	2.2.6.2.6 CGI-AMS Deliverable: Data Conversion Plan Support													
111	2.2.6.3 Grants Management Data Cleansing Plan													
112	2.2.6.3.1 Develop Detailed Data Cleansing Plan													
113	2.2.6.3.2 County Obligation: Detailed Grants Management Data Cleansing Plan													
114	2.2.6.4 Manually Convert Data - DPW													
115	2.2.6.4.1 Manually Load Data - DPW													
116	2.2.6.4.2 Approve Conversion - DPW													
117	2.2.6.4.3 County Obligation: Manual Data Conversion - DPW													
118	2.2.7 Reports & Forms													
119	2.2.7.1 Technical Team Training													
120	2.2.7.1.1 Prepare Materials / Schedule Technical Training													
121	2.2.7.1.2 Conduct Technical Team Training													
122	2.2.7.1.3 Review & Approve Technical Team Training													

ID	Task Name	2007					2008				2009			
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
123	2.2.7.1.4 County Obligation: Technical Team Training													
124	2.2.7.2 Report Development													
125	2.2.7.2.1 Develop Functional Designs for Reports & Forms													
126	2.2.7.2.2 Develop Technical Designs for Reports & Forms													
127	2.2.7.2.3 Develop & Test Reports & Forms Software													
128	2.2.7.2.4 County Obligation: Reports Software													
129	2.2.7.3 eCAPS Data Warehouse													
130	2.2.7.3.1 Define Cognos Packages													
131	2.2.7.3.2 Create Cognos Packages													
132	2.2.7.3.3 Support Creation of Cognos Packages													
133	2.2.7.3.4 Develop ETL Designs and Update Data Model													
134	2.2.7.3.5 Support Development of ETL Designs & Update Data Model													
135	2.2.7.3.6 Develop and Test ETL Software to Update Data Model													
136	2.2.7.3.7 Support Development & Testing of ETL Software to Update Data Model													
137	2.2.7.3.8 County Obligation: Develop Cognos Packages, and update ETL & DW													
138	2.3 Software Testing													
139	2.3.1 Integrated System Test													
140	2.3.1.1 Develop Integrated System Test Plan & Scripts													
141	2.3.1.2 Review Integrated System Test Plan & Scripts													
142	2.3.1.3 Update Integrated System Test Plan & Scripts													
143	2.3.1.4 Approve Integrated System Test Plan & Scripts													
144	2.3.1.5 CGI-AMS Deliverable: Integrated System Test Plan & Scripts													
145	2.3.1.6 Execute Integrated System Test													
146	2.3.1.7 Review Integrated System Test Results													
147	2.3.1.8 Correct Integrated System Test Issues													
148	2.3.1.9 Approve Integrated System Test Results													
149	2.3.1.10 CGI-AMS Deliverable: Integrated System Test Results													
150	2.3.2 Acceptance Test Environment Setup													
151	2.3.2.1 Install and configure User Acceptance Test/Practice Environment													
152	2.3.2.2 County Obligation: Install Acceptance Test Environment													
153	2.3.2.3 Install AMS Advantage 3 & Third Party Tools in User Acceptance Test/Practice Environment													
154	2.3.2.4 County Obligation: AMS Advantage 3, Third Party Tools Installation													
155	2.3.3 User Acceptance Test													
156	2.3.3.1 Develop User Acceptance Test Plan & Scripts													
157	2.3.3.2 County Obligation: User Acceptance Test Plan & Scripts													
158	2.3.3.3 Manually Add Sample Grant Data													
159	2.3.3.4 Execute & Document User Acceptance Test Results													
160	2.3.3.5 Support User Acceptance Test													
161	2.3.3.6 Review & Approve User Acceptance Test Results													
162	2.3.3.7 County Obligation: User Acceptance Test Results													
163	2.3.3.8 CGI-AMS Deliverable: User Acceptance Test Support - Month #1													
164	2.3.3.9 CGI-AMS Deliverable: User Acceptance Test Support - Month #2													

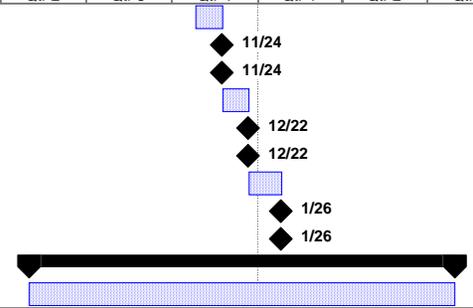
ID	Task Name	2007				2008				2009				
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
165	2.3.4 Regression Test													
166	2.3.4.1 Develop Regression Test Plan & Scripts													
167	2.3.4.2 County Obligation: Regression Test Plan & Scripts													
168	2.3.4.3 Execute & Document Regression Test Results													
169	2.3.4.4 County Obligation: Regression Test Results													
170	2.4 Preparation for Implementation													
171	2.4.1 Internal Control Plans													
172	2.4.1.1 Review County Internal Control Plans													
173	2.4.1.2 Update County Internal Control Plans													
174	2.4.1.3 County Obligation: Internal Control Plan Documentation Updates													
175	2.4.2 Security and Workflow Set-Up													
176	2.4.2.1 Define Security and Workflow Rules													
177	2.4.2.2 Review and approve Security & Workflow Rules - DPW													
178	2.4.2.3 Configure Security and Workflow Tables/Settings - DPW													
179	2.4.2.4 Support Security and Workflow Tables/Settings - DPW													
180	2.4.2.5 County Obligation: Configured Security & Workflow Tables - DPW													
181	2.4.3 Data Cleansing & Legacy Systems Conversion Preparation													
182	2.4.3.1 Implement Data Cleansing Plan (procedures + software)													
183	2.4.3.2 County Obligation: Data Cleansing Procedures & Software													
184	2.4.4 Knowledge Transfer & Training													
185	2.4.4.1 Training Environment Setup													
186	2.4.4.1.1 Install and configure User Training Environment													
187	2.4.4.1.2 County Obligation: Training Environment													
188	2.4.4.1.3 Install AMS Advantage 3 & Third Party Tools in Training Environment													
189	2.4.4.1.4 County Obligation: AMS Advantage 3, Third Party Tools Installation													
190	2.4.4.2 Learning Environment Setup													
191	2.4.4.2.1 Install and configure Learning Environment													
192	2.4.4.2.2 County Obligation: Learning Environment													
193	2.4.4.2.3 Install AMS Advantage 3 & Third Party Tools in Learning Environment													
194	2.4.4.2.4 County Obligation: AMS Advantage 3, Third Party Tools Installation													
195	2.4.4.3 System Administration Training													
196	2.4.4.3.1 Prepare Materials / Schedule System Administration Training													
197	2.4.4.3.2 Support Training Materials Preparation													
198	2.4.4.3.3 Conduct System Administration Training													
199	2.4.4.3.4 Review & Approve System Administration Training													
200	2.4.4.3.5 County Obligation: System Administration Training													
201	2.4.4.3.6 CGI-AMS Deliverable: System Administration Training Preparation Support													
202	2.4.4.4 Grants Management Training													
203	2.4.4.4.1 Develop End User Training Plan and Materials													
204	2.4.4.4.1.1 Develop Detailed Plan													
205	2.4.4.4.1.2 Tailor AMS Advantage 3 Training Materials for Grants Acctg(Power and End Users)													

ID	Task Name	2007					2008				2009			
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
206	2.4.4.4.1.3 Tailor AMS Advantage 3 Training Materials for Grants Management(Power & End Users)													
207	2.4.4.4.1.4 Review End User Training Plan & Materials													
208	2.4.4.4.1.5 Update End User Training Plan & Materials													
209	2.4.4.4.1.6 Approve End User Training Plan & Materials													
210	2.4.4.4.1.7 County Obligation: End User Training Plan and Materials (Grants Accounting)													
211	2.4.4.4.1.8 CGI-AMS Deliverable: End User Training Plan Materials Prep. (Grants Management)													
212	2.4.4.4.2 Train Trainers													
213	2.4.4.4.2.1 Finalize Logistics and Attendees													
214	2.4.4.4.2.2 Conduct Trainer Training													
215	2.4.4.4.2.3 Support Trainer Training													
216	2.4.4.4.2.4 Conduct Trainer Training Assessment													
217	2.4.4.4.2.5 Review & Approve Trainer Training													
218	2.4.4.4.2.6 County Obligation: Trainer Training													
219	2.4.4.4.2.7 CGI-AMS Deliverable: Trainer Training Support													
220	2.4.4.4.3 Train End Users													
221	2.4.4.4.3.1 Finalize Logistics and Attendees													
222	2.4.4.4.3.2 Co-Train End User Training (DPW, PK, CS, SH)													
223	2.4.4.4.3.3 Conduct Training Assessment													
224	2.4.4.4.3.4 County Obligation: End User Training (DPW, PK, CS, SH)													
225	2.4.4.4.3.5 CGI-AMS Deliverable: End User Training Support (DPW, PK, CS, SH)													
226	2.4.4.4.3.6 Co-Train End User Training (Other Departments)													
227	2.4.4.4.3.7 County Obligation: End User Training (Other Departments)													
228	2.4.4.4.3.8 CGI-AMS Deliverable: End User Training Support (Other Departments)													
229	2.4.5 eCAPS Documentation													
230	2.4.5.1 Users' Documentation													
231	2.4.5.1.1 Update Online Users' Documentation													
232	2.4.5.1.2 Prepare Updates/Addendum to Baseline Users' Guides													
233	2.4.5.1.3 Review Updated Users' Documentation													
234	2.4.5.1.4 Update Users' Documentation													
235	2.4.5.1.5 Approve Updated Users' Documentation													
236	2.4.5.1.6 CGI-AMS Deliverable: AMS Advantage User Documentation													
237	2.4.5.2 System/Operations Documentation													
238	2.4.5.2.1 Update Online System Documentation													
239	2.4.5.2.2 Prepare Updates/Addendum to System/Operations Documentation													
240	2.4.5.2.3 Review Updated System/Operations Documentation													
241	2.4.5.2.4 Update System/Operations Documentation													
242	2.4.5.2.5 Approve Updated System/Operations Documentation													
243	2.4.5.2.6 CGI-AMS Deliverable: AMS Advantage System/Operations Documentation													
244	2.4.5.3 Operations Documentation													
245	2.4.5.3.1 Prepare Updates to County Operations Documentation													
246	2.4.5.3.2 Review & Approve County Operations Documentation													

ID	Task Name	2007				2008				2009				
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
247	2.4.5.3.3 County Obligation: Operations Documentation Updates													
248	2.4.6 Transition Management													
249	2.4.6.1 Departmental Rollout													
250	2.4.6.1.1 Prepare Rollout Support Plan													
251	2.4.6.1.2 Establish Help Desk Support													
252	2.4.6.1.3 County Obligation: Departmental Rollout Plan													
253	2.4.6.2 Change Management													
254	2.4.6.2.1 Operational/Technical Readiness Assessment													
255	2.4.6.2.1.1 Prepare Operational Readiness Checklist													
256	2.4.6.2.1.2 Review Operational Readiness Checklist													
257	2.4.6.2.1.3 Update Operational Readiness Checklist													
258	2.4.6.2.1.4 Approve Operational Readiness Checklist													
259	2.4.6.2.1.5 County Obligation: Operational Readiness Checklist													
260	2.4.6.2.1.6 Conduct Operational Readiness Assessment													
261	2.4.6.2.1.7 County Obligation: Operational Readiness Assessment													
262	2.4.6.2.2 Implementation/End-User Readiness Assessment													
263	2.4.6.2.2.1 Prepare Implementation Readiness Checklist													
264	2.4.6.2.2.2 Review Implementation Readiness Checklist													
265	2.4.6.2.2.3 Update Implementation Readiness Checklist													
266	2.4.6.2.2.4 Approve Implementation Readiness Checklist													
267	2.4.6.2.2.5 County Obligation: Implementation Readiness Checklist													
268	2.4.6.2.2.6 Conduct Implementation Readiness Assessment													
269	2.4.6.2.2.7 Support for Implementation Readiness Assessment													
270	2.4.6.2.2.8 County Obligation: Implementation Readiness Assessment													
271	2.4.6.2.3 Provide Division Outreach / Change Management													
272	2.4.6.2.3.1 County Obligation: Provide Division Outreach / Change Management													
273	3 ACHIEVE PHASE													
274	3.1 Production Environment Setup													
275	3.1.1 Migrate modifications to Production Environment													
276	3.1.2 Verify code in Production													
277	3.1.3 County Obligation: Migrate Modifications to Production													
278	3.2 Production Cutover													
279	3.2.1 Production Cutover Script													
280	3.2.1.1 Draft Production Cutover Script													
281	3.2.1.2 Review Production Cutover Script													
282	3.2.1.3 Update Production Cutover Script													
283	3.2.1.4 Approve Production Cutover Script													
284	3.2.1.5 CGI-AMS Deliverable: Production Cutover Script													
285	3.2.2 Execute Cutover Rehearsal / Mock Conversion													
286	3.2.3 Perform Additional Data Cleansing as Needed													
287	3.2.4 Execute Production Data Conversion													
288	3.2.5 Execute Production Cutover													

ID	Task Name	2007				2008				2009				
		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
289	3.2.6 Execute Cutover to New Operational Procedures													
290	3.2.7 Implement Updated Business Processes													
291	3.2.8 Technical support for Production Cutover													
292	3.2.9 Hand-Off Operations to Client Support Staff													
293	3.2.10 County Obligation: Production Cutover (Live Production Application)													
294	3.2.11 CGI-AMS Deliverable: Production Cutover Complete (DPW)													
295	3.3 Post Implementation Support													
296	3.3.1 Post-implementation Support - Month 1													
297	3.3.2 Post-implementation Support - Month 2													
298	3.3.3 CGI-AMS Deliverables: Monthly Post-Implementation Support - Month #1													
299	3.3.4 CGI-AMS Deliverables: Monthly Post-Implementation Support - Month #2													
300	3.4 Implementation Preparation - 3 Identified Departments													
301	3.4.1 Parks and Recreation Implementation Preparation													
302	3.4.1.1 Security and Workflow Set-up													
303	3.4.1.1.1 Review and approve Security & Workflow Rules (PK)													
304	3.4.1.1.2 Configure Security and Workflow Tables/Settings (PK)													
305	3.4.1.1.3 Support Security and Workflow Tables/Settings (PK)													
306	3.4.1.1.4 County Obligation: Configured Security & Workflow Tables (PK)													
307	3.4.1.2 Manually Convert Data													
308	3.4.1.2.1 Parks & Recreation Manually Load Data													
309	3.4.1.2.2 Parks & Recreation Approve Conversion													
310	3.4.1.2.3 County Obligation: Manual Data Conversion (PK)													
311	3.4.2 Community and Senior Services Implementation Preparation													
312	3.4.2.1 Security and Workflow Set-up													
313	3.4.2.1.1 Review and approve Security & Workflow Rules (CS)													
314	3.4.2.1.2 Configure Security and Workflow Tables/Settings (CS)													
315	3.4.2.1.3 Support Security and Workflow Tables/Settings (CS)													
316	3.4.2.1.4 County Obligation: Configured Security & Workflow Tables (CS)													
317	3.4.2.2 Manually Convert Data													
318	3.4.2.2.1 Community & Senior Services Manually Load Data													
319	3.4.2.2.2 Community & Senior Services Approve Conversion													
320	3.4.2.2.3 County Obligation: Manual Data Conversion (CS)													
321	3.4.3 Sheriff's Department Implementation Preparation													
322	3.4.3.1 Security and Workflow Set-up													
323	3.4.3.1.1 Review and approve Security & Workflow Rules (SH)													
324	3.4.3.1.2 Configure Security and Workflow Tables/Settings (SH)													
325	3.4.3.1.3 Support Security and Workflow Tables/Settings (SH)													
326	3.4.3.1.4 County Obligation: Configured Security & Workflow Tables (SH)													
327	3.4.3.2 Manually Convert Data													
328	3.4.3.2.1 Sheriff's Department Manually Load Data													
329	3.4.3.2.2 Sheriff's Department Approve Conversion													
330	3.4.3.2.3 County Obligation: Manual Data Conversion (SH)													
331	3.5 Go-live Support for 3 Identified Departments													

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		Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
332	3.5.1 Go-Live Support Parks & Recreation													
333	3.5.2 County Obligation: Production Implementation (PK)													
334	3.5.3 CGI-AMS Deliverables: Department Go-Live Support (PK)													
335	3.5.4 Go-Live Support Community & Senior Services													
336	3.5.5 County Obligation: Production Implementation (CS)													
337	3.5.6 CGI-AMS Deliverables: Department Go-Live Support (CS)													
338	3.5.7 Go-Live Support Sheriff's Department													
339	3.5.8 County Obligation: Production Implementation (SH)													
340	3.5.9 CGI-AMS Deliverables: Department Go-Live Support (SH)													
341	4 Additional Department Roll-Out Support													
342	4.1 CGI-AMS Deliverables: Additional Department Go-Live Support													



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Appendix C-9 – Business Requirements

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Appendix C-9 - Business Requirements

Summary of Grants Management Business Requirements

<u>Module</u>	<u># Requirements</u>
Grants Management Business Requirements	32
Total	32

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Appendix C-9 - Business Requirements

Reference Number	Business Requirements	Final Disposition	Comments
GM 1	Create Grant Opportunity folders	Customization	This would work like the baseline Procurement folders. Need to allow the user to search on Grant Opportunity ID. Within the 'state viewer' tabs, need to have 5 different states on the secondary navigation panel (States, Milestones, Documents, Notes, and Attachments). Additional effort to implement: Change "Program" to "Project" to be performed by the County of Los Angeles.
GM 2	New grants process	Customization	A common grants process to update the grant folders as grant documents are processed.
GM 3	New Grant Opportunities table	Customization	This table will allow identified grant opportunities to be tracked, including the grant details like grant type, funding source, URL link, maximum award amounts, and contact information.
GM 4	New Grant Notification/Response table	Customization	This table will allow the user to track notifications that have been sent to various Departments/Divisions/Units/Contacts or combinations thereof. It will also allow the user to track the responses from the notified parties. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 5	New Grant Application table	Customization	This table will be used to track the status of grant applications, due dates, and details regarding where the grant is in the pre-application and application process. There is also a section to track partnering organizations (if any). Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 6	New Grant Award table	Customization	This table includes fields that would be populated upon receipt of the award letter. The Grant Award information would be used as a tracking tool to monitor approval/acceptance as the grant award proceeds through the award acceptance process. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 7	New Legislative Districts table	Customization	This table will be used to track applications that are submitted in the various legislative districts (e.g., State Senate, Assembly, and the Congressional). Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 8	New reference table to store the legislative district values	Customization	This reference table will house all potential legislative district values.
GM 9	New Funding Allocation table	Customization	This table will track requested funding, awarded funding, and the most current amended funding by each Legislative District (Supervisorial District), Service Planning Area, and Matching Type/Name/Dollars. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 10	New Project Management table	Customization	This table is provided as a tool for Project Managers to communicate grant funding project details to senior management, grants management, and fiscal officers. Additional Effort to Implement: Change "Major Program" to "Major Project"; Change "Program" to "Project"; Increase length of Unit code. These changes to be performed by the County of Los Angeles.
GM 11	New Reporting Needs table	Customization	This table will allow individual lines to be added for tracking of various reporting cycles; e.g., financial reporting may be required quarterly, program updates required monthly, progress reports required semi-annually, and analysis for the CAO required annually. This tab will allow the system to track when various reports are due. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 12	New Amendment table	Customization	This table will track modifications that have been made to the grant in the post-award stage. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.

Reference Number	Business Requirements	Final Disposition	Comments
GM 13	New Close-out/Audit table	Customization	This table is a central repository of all close-out activities and updates on any audit status issues. It provides A-C, CAO, and departments a central view of the grant close-out and audit dates, and any pending items. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 14	New Funding Source table to store type of funding (e.g., Prop A, Prop C)	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 15	New Service Planning Area table to store SPA values.	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 16	New Miscellaneous Requirement table that would be used to enter miscellaneous grantor requirements that need to be recorded within the grant tables	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 17	New Match Type table to store various matching for tracking/reporting	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 18	New Grant Inquiry page	Customization	One inquiry page will summarize grant information by pulling data from the respective grant tables. Each of the new reference tables will have their own associated page which allows viewing and entering of data. Additional Effort to Implement: Change “Major Program” to “Major Project”; Change “Program” to “Project”; Increase length of Unit code. These changes are to be performed by the County of Los Angeles.
GM 19	New Grant Opportunity document	Customization	This document will allow identified grant opportunities to be tracked, including the grant details like grant type, funding source, URL link, maximum award amounts, and contact information. It will also allow the user to track notifications that have been sent to various Departments / Divisions / Units / Contacts or combinations thereof. This will update the grant tables.
GM 20	New Grant Response document	Customization	This document will allow the user to track the responses from the notified parties. This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 21	New Grant Application document	Customization	This document will be used to track the status of grant applications, due dates, and details regarding where the grant is in the pre-application and application process. There is also another section to track partnering organizations (if any). This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 22	New Grant Award document	Customization	This document includes fields that would be populated upon receipt of the award letter. The Grant Award information would be used as a tracking tool to monitor approval/acceptance as the grant award proceeds through the LAC award acceptance process. This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 23	New Grant Amendment document	Customization	This document will track modifications that have been made to the grant in the post-award stage. This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 24	New Grant Close-out/Audit document	Customization	This document will allow tracking of all close-out activities and updates on any audit status issues. It allows A-C, CAO, Fiscal, Project Management, and Grant Management the same central view of the grant close-out and audit dates (for calendar/reporting tracking) and any pending items. Once submitted, this will update the grant tables and can deactivate the project codes. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 25	Allow user to add attachments at each level within the grant tables	Customization	Attachments should be allowed within each of the 7 grant tables.

Reference Number	Business Requirements	Final Disposition	Comments
GM 26	Reminder Dates - (Alerts)	Customization	Batch program is needed to generate alerts. This will work like the milestones within the Procurement system. The system will send a message into the Alerts folder (within the Message Center that is accessed via the main page). Notification will appear on the main page that there is an alert in need of attention for the recipient of the reminder dates.
GM 27	Allow the system to send grant notifications once the grant opportunity has been identified	Customization	Options: PDF, emails, document links. This would provide a snapshot of the information entered within the Grant Opportunity table. Some potential applicants may not have access to eCAPS so that must be considered in the solution. If PDF's are to be generated, the system will need a mechanism to create the .PDF file and then a batch program to allow the created files to be available to the users.
GM 28	Modifying the custom QPE document to make it baselineable	Customization	In order to make the QPE document baselineable, the following aspects will need to be addressed: a) The QPE is currently limited to only 4 Funding Lines. b) The QPE is currently limited to one Funding Priority. c) The QPE is currently limited to only 2 of the 4 Program rollups (class and category). d) The "State Reporting" fields are all custom. e) The QPE generates the BGPDR, but doesn't address the possibility of other Program budget documents. Additional Effort to Implement: Change "Major Program" to "Major Project"; Change "Program" to "Project"; Increase length of Unit code. These changes are to be performed by the County of Los Angeles.
GM 29	Modifying the custom QPE document to integrate the grants tracking module with eCAPS/ADV Financials Cost Accounting system	Customization	Additional changes to the QPE document include: (a) Allow the creation of entries to the Major Project, Project Period, Funding Profile and Funding Priority and Funding Line tables without the creation of Project and Funding Profile Inference entries. The Major Project can be set up as 'No Splits' or 'Back End Split'. (c) Allow the creation of projects that point to a pre-existing Major Project with Back End Split. Additional Effort to Implement: LAC will need to make a global change to expand the length of Major Project and Funding Profile fields in eCAPS.
GM 30	Modify Funding Profile table to add an edit to allow the creation of a funding profile record for a 'No Splits' Major Project	Customization	Modify Funding Profile table to add an edit to allow the creation of a funding profile record for a 'No Splits' Major Project.
GM 31	Modify Funding Line table to add an edit to allow compare the Department, Major Project and the Department Grant ID on the Funding Line table with the Department, Grant Project Number and the Grant ID on the Grant Award page. A matching entry should exist; if not, a warning message is issued. Also, add a Dept Grant ID field (this was added in eCAPS but is not in baseline).	Customization	Modify Funding Profile table to add an edit to allow the creation of a funding profile record for a 'No Splits' Major Project.
GM 32	New Grant Setup Batch Process to automatically create QPE documents to integrate the Grants Tracking module with the eCAPS/ADV Financials Cost Accounting system	Customization	A three-step process is needed to generate the QPE documents: batch process will need to create the XML files, load the documents via System Management Utility (SMU), and submit via SMU.

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Appendix D-9 – Interfaces

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Appendix D-9 - Interfaces

The interface listed below was identified by the DPW/CGI-AMS project team during the Legacy Systems Analysis Envision Phase. Interfaces are marked as "replace" if new interfaces must be written between eCAPS and the legacy system once FAS is replaced.

Interfaces to Retire: 0
Inbound Interfaces to Develop: 0
Outbound interfaces to Develop: 1

Current Processing System	Source Dept	Source System ID	Data Type	Destination System ID	Input / Output	Comments	Disposition
DPW Project Management	DPW	eCAPS	Project Budget & Cost Information	In Development by DPW	Output	Project Budget and Cost Information to be interfaced from eCAPS out to the Project Management system. Details to be determined by DPW and A-C Systems.	TBD

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Appendix E-9 – Conversions

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Appendix E-9 – Conversions

The County of Los Angeles Departments identified for Grants Management implementation (DPW, PK, CS, SH) have data that will need to be converted into eCAPS. The legacy data will fall into one of two categories, reference data or historical data. The volume and complexity of data to be brought over determines if the data is automatically converted or manually entered into eCAPS. There is an identified cost-benefit of effort required for a successful automatic conversion, including identifying required fields, creating a standard format for uploading the conversion data, formulating coding to identify converted data, and coordinating efforts between departments and the eCAPS Team in timing the conversion. There are also benefits of manual conversion that were identified by some of the larger departments, such as the control over what data is uploaded and utilizing the opportunity of uploading the data manually to become familiar with the new module.

All data for the four (4) Departments identified for the initial conversion will be converted manually from their Excel systems into eCAPS. Roles and responsibilities for conversion are outlined in the context diagram attached to this Statement of Work.

1. Historical Data

Grant information for active or open grants. Open grants were previously posted and tracked in the Excel tracking systems that were independently maintained by individual County Departments. Historical data will be converted for Grants that have not completed the Close-Out/Audit stage in the grant life-cycle based upon the manual conversion efforts of County Users.

a. Grant Application

Record grants that are in the pre-application or application proposal process to assist in managing due dates, contacts, and partnering organizations.

b. Grant Award

Grants that have been awarded to County Departments to include detailed information on Grant Awards, Funding Allocation, Project Management, Reporting, Legislative Districts, and Amendments.

c. Grant Amendment

Requested and approved changes to the grant agreement, budget, grant period, or objectives that can include a change in the grant amount or period.

d. Grant Close-out/Audit

Key close-out and audit dates to advise of upcoming events.

e. Grant Financial Information

Summary level expenditure and revenue information or grant balances.

f. Grant Inquiry/Summary Pages

New pages to link proposal efforts within the departments and flag duplicate efforts for proper management, tracking, and reporting.

2. Reference Data

Data used for validation on transactions.

a. Chart of Accounts Tables

Most of the Chart of Accounts tables have been set up for the County Departments as part of the Phase I, II, and III conversion efforts. A few COA tables will require modification to allow for complete conversion efforts such as adding DUNS number to the existing DIV and UNIT tables, and adding Project Manager and contact information to the existing Project Table.

b. Funding Source Table

A new table to allow for tracking and reporting efforts based upon types of funding.

c. Service Planning Area (SPA) Table

A new table to allow for reporting based upon County defined SPA requirements.

d. Miscellaneous Requirements Table

A new table to record and track Grantor defined requirements with the Grants Table.

e. Legislative Districts Requirements Table

To include Congressional Districts, Senate Districts, Assembly Districts, and Supervisorial Districts for reporting needs.

A list of conversion elements and the anticipated conversion method is depicted in Exhibit E-9-1 on the following page.

Exhibit E-9-1 Conversions and Anticipated Conversion Method

Conversion	Conversion Method
1. Division and Unit Tables – DUNS Number	Manual
2. Project Table – Manager Contact Information	Manual
3. Grant Opportunity ID	Manual
4. Funding Agency Name	Manual
5. Funding Source	Manual
6. Service Planning Area	Manual
7. Grant ID	Manual
8. Amendment Number	Manual
9. Grant Opportunity Table	Manual
10. Grant Notification/Response Table	Manual
11. Grant Application Table	Manual
12. Grant Partnering Organizations Table	Manual
13. Grant Legislative Bodies Table	Manual
14. Grant Award Table	Manual
15. Grant Funding Allocation Table	Manual
16. Grant Project Management Table	Manual
17. Grant Reporting Table	Manual
18. Grant Amendment Table	Manual
19. Grant Close-out/Audit Table	Manual

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Appendix F-9 – Reports

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Appendix F-9 – Reports

During the eCAPS Phase II - Subproject 5 envision phase departmental reporting needs were gathered. Exhibit F-9-1 includes the gathered identified reports.

Exhibit F-9-1: Reporting Needs

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
PK	Grant Status Report Workbook (Sheets by District)	Daily	Grant tracking, monitoring, update, and distribution to internal & external Management Staff	Grant report shows Project Name and Description, CP #, Funding Source, Grant #, Total Project Cost, Grant Request, Expenditures to Date, Balance, Date Grantor Approved, Expiration Date, Expected Completion Date, Comments, and Project Lead.	
PK	Funded Projects Workbook (By District)	Daily	Monitor budget amount for each funded project by District including all funding sources to the project. Report will be used by each agency to monitor its funded projects.	Park/Project, CP#, Funding Source(s), Amount, Project Total, Grant Actions/Status and Responsible Party, Project Lead, Scheduled Completion Date, Required Completion Date, project description, and Project Phase.	
PK	Amendment Requests	As Needed	Request changes of project description, funding allocations, and extension to Grants	Project Name, Grant #, Reason for Amendment, Date sent to Authorized Rep for Signature, Date sent to Grantor, Date Grantor Executed.	
PK	State of California Grants and Programs Status Log	As Needed	Monitor Expenditures and Reimbursements by Funding Source for State grants and programs.	Project #, Supervisorial District, Status Report Due Date, Project Title, Contract # if applicable, Fund Type, Fiscal Year, Contract Amount, Total Expenditures to Date, Requested Amount, Amount Received, CP/Org#, Start Date, End Date, Trust #, Amount in Trust, Program, Project Description, Match Funds, Project Manager/Contact Person & Phone #.	
PK	Project Cost Summary	As Needed	Summarizes Reimbursements Year –to-Date by Funding Source. Report will be used to generate revenue accrual report at the end of the fiscal year.	Type of Funding (Column Headings), Row Headings - Amount of Grant, Balance Carryover, Previous Request and FY, Subtotal, Total Request this Claim, Remaining Balance.	

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
PK	Payment Tracking Report	As Needed	To identify Funding Sources and breakdown of soft costs versus hard costs, phases of project, budget and expenditures breakdown	Tables for Funding Sources Breakdown, Budget, and Expenditures at top of Spreadsheet. Columns: Category, Minor Object, Description, Estimate, Budget, Contract #, Encumbered Amount, Expenditures, Encumbrance Balance, Budget Balance, Expenditures by Fiscal Year, Summary of Expenditures by Funding Source.	
PK	Expenditure Summary Report	As Needed	Expenditure Summary by Fiscal Year for each capital project which should be balanced to the Project Cost Summary	Facility, Grant #, Funding Source (Name) Expenditures Commitment by FY, Total Expenditures.	
PK	Revenue Detail Report	As Needed	To track year-to-date current year revenue and revenue accrual by Funding Source	CP#, Capital Project Name, Revenue Accruals by Funding Source (Column Headings), accruals by Project , Total.	
PK	Trust Account Status Log	As Needed	To track advance payments received from the State and interest activity of trust accounts	Trust Account #, Project Description, CP#/Org #, Beginning Balance, Interest Earned, Transfer to CP#/Return to State, Amount Needed to Transfer to CP, Balance Available, Program, Status/Comments.	
PK	Project Cost Form	As Needed for Reimburse ments	To report eligible expenditures charged to grant to Grantor that are not Force Account or Equipment	Payment Request #, Grant #, Warrant #, Date of Warrant, Recipient, Purpose, Cost Amount – Acquisition, Administration, or Construction.	
PK	Grantee Labor/Force Account Cost Form	As Needed for Reimburse ments	To report eligible expenditures for Force Account/ Grantee labor to Grantor	Payment Request #, Grant #, Work Order/Code, Date, Unit Performing Work, Purpose, Cost Type: Administration or Construction.	
PK	Equipment Cost Form	As Needed for Reimburse ments	To report eligible equipment cost (This form may vary based on Grantor)	Payment Request #, Grant #, Section A: Equipment #, Date Used, Description of Equipment, Purpose, Number of Hours Used, Rate Per Hour, Amount Section B: Warrant #, Date Used, Description of Equipment, Purpose, Payee, Amount.	
Sheriff	Sample #1	Daily	Billing	eCAPS billing package	
Sheriff	#2	Day/month	Forecast	Estimated Actual Billings	
Sheriff	#3	Day/Week	Current List	Grants Inventory	
Sheriff	#4	Month/year	Projected List	Carry-over Report	
Sheriff	#5	Daily	Budget Summary	Expenditure Report worksheet	
Sheriff	#6	Day/Week	Verify Salary	County Wide Payroll	

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
Sheriff	#7	Day/Week	Verify Pay	Overtime Control Number Report	
Sheriff	#8	Daily	Payment Request	General Accounting Expense Report	
DPW	Notifications of Grant Opportunities to Divisions	Monthly	To keep track of the notifications sent to Divisions, and their responses.	This report includes each grant opportunity that was forwarded to Divisions and their responses. We should be able to specify the dates of the notifications included in the report. The selected date range should be added to the heading for the report.	Existing Reports
DPW	Grant Application Tracking and Award Information	Monthly	The purpose of this report is to list those projects for which we may need to follow-up on. Also, this report will provide details regarding how successful our applications have been.	This report will include all the applications sent during a specified range of dates. The selected date range should be added to the heading for the report.	Existing Reports
DPW	Grant Application Debriefings	Monthly	To keep track of how many and which grants we have had debriefings for.	This report will include the grant programs, funding agency, project name, Division and date of debriefings for all the debriefings conducted within a selected date range. The selected date range should be added to the heading for the report.	Existing Reports
DPW	Grant Application Transmittals	As needed	This report is meant to help monitor the workload in the Section. It can be used to show the spikes in workload during particular times of the year.	This report includes the grant name and division that applied for each grant application submitted over a specified range of dates. The selected date range should be added to the heading for the report. It would be helpful to separate the data in the report so that the applications sent during each month stands out.	Existing Reports
DPW	Upcoming Grant Due Dates	Bi-weekly	This report is used to provide a list of upcoming due dates for grant applications and/or pre-applications.	This report includes the Grant Program, Division to apply, Division Contact, if a resolution is required, when the draft is due to for review, the application due date, the date of the workshop, and a comment field. Every upcoming due date for grant applications and/or pre-application should be included.	Existing Reports
DPW	Grants Awarded in Fiscal Year —	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the entire County.	This report is run after the end of each fiscal year. It includes information about the Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline.	Existing Reports

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	Grants Awarded in Fiscal Year _____ by Supervisorial District	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the entire County broken down by Supervisorial District.	This report is run after the end of each fiscal year. It includes information about the Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline. The amount requested and amount awarded is broken down by Supervisorial District.	Existing Reports
DPW	First Supervisorial District: Grants Awarded in Fiscal Year _____	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the First Supervisorial District.	This report is run after the end of each fiscal year. It includes information about the awarded grants for the First Supervisorial District and includes fields for Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline.	Existing Reports
DPW	Second Supervisorial District: Grants Awarded in Fiscal Year _____	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the Second Supervisorial District.	This report is run after the end of each fiscal year. It includes information about the awarded grants for the Second Supervisorial District and includes fields for Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline.	Existing Reports
DPW	Third Supervisorial District: Grants Awarded in Fiscal Year _____	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the Third Supervisorial District.	This report is run after the end of each fiscal year. It includes information about the awarded grants for the Third Supervisorial District and includes fields for Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline.	Existing Reports
DPW	Fourth Supervisorial District: Grants Awarded in Fiscal Year _____	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the Fourth Supervisorial District.	This report is run after the end of each fiscal year. It includes information about the awarded grants for the Fourth Supervisorial District and includes fields for Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline.	Existing Reports
DPW	Fifth Supervisorial District: Grants Awarded in Fiscal Year _____	Annual	This report provides all the grants that we were notified about in a particular fiscal year for the Fifth Supervisorial District.	This report is run after the end of each fiscal year. It includes information about the awarded grants for the Fifth Supervisorial District and includes fields for Division, Grant Name, Funding Agency, Project Name, Location, Amount Requested, Amount Awarded, and Expenditure Deadline.	Existing Reports

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	Total Grant Award Comparison by Fiscal Year	Annual	This report provides a summary of the amount of grants awarded for each Supervisorial District over the course of multiple Fiscal Years. This enables us to compare how much money in grants is awarded from year to year.	This report should include the total amounts of grants awarded during the selected Fiscal Year (based on the Award Notification Date field) for a minimum of five fiscal years. We should have the ability to select the Fiscal Years that are compared for this report.	Existing Reports
DPW	Status Report of Public Works' Grants Date of Report _____	Quarterly (at least)	This report provides details on awarded grants	All the awarded grants that have not been closed, de-obligated, or returned to the funding agency should be listed in this report. The report includes the following fields: Division, Funding Agency, Grant Program, Project Name, Amount Accepted, Date Adopted by B/S, Date Agreement Executed, Grant Expiration Date, Amount Billed to Date (from eCAPS), Comments (additional Comments Field from the Award Tab).	Existing Reports
DPW	Appropriations Requests by Congressional District for FY _____	Annual	This report provides a list of all the appropriation requests sent for each Congressional Office within a particular Fiscal Year.	All of the appropriation requests sent for a particular Fiscal Year (Funding Cycle Field) will be listed in this report. The report will include details about Congressional District, Supervisorial Districts, Project Name, Division, Funding Request, Total Project Cost, Matching Funds, Bill and Account.	Existing Reports
DPW	Appropriation Awards during FY _____	Annual	This report provides a list of all the appropriations requested for a particular Fiscal Year and the Awarded Amount.	All of the appropriations requested for a particular Fiscal Year (Funding Cycle Field) will be listed in this report. The report will include details about Project Name, Congressional District, Supervisorial Districts, Division, Funding Request, Total Project Cost, Matching Funds, Bill, Account and Awarded Amount.	Existing Reports

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	Appropriation Request Due Dates by Congressional District for FY _____	Annual	This report provides a list of all the appropriation requests that will be sent to each Congressional Office within a particular Fiscal Year and their respective due dates. This report is for internal use.	All of the appropriation requests for a particular Fiscal Year (Funding Cycle Field) will be listed in this report. The report will include details about Congressional District, Supervisorial Districts, Project Name, Division, Funding Request, Total Project Cost, Matching Funds, Bill and Account. Each Congressional District has their own due dates for submittals of appropriation requests. Since the database will only have one due date for each submittal (and not one for each Congressional District), we can leave the due date field blank and fill them in manually.	Existing Reports
DPW	Initial Invoice Deadline	Weekly	Financial Tracking	Tracks projects that have not been invoiced yet.	Existing Reports
DPW	6 Month Invoice Rule	Weekly	Financial Tracking	Tracks projects to ensure invoices are submitted in intervals no greater than 6 months	Existing Reports
DPW	Lapsing Funds	Monthly	Financial Tracking	Tracks projects to ensure funds are spent before they expire	Existing Reports
DPW	Cost Overrun Summary	Monthly	Financial Tracking	Tracks financial status of projects and groups projects with overruns	Existing Reports
DPW	Billing Documents Tracking	Weekly	Document Tracking	Tracks the status of the various documents required to bill	Existing Reports
DPW	Master Log-SA(Special Accounting Unit)	Daily & upon request	Track information for billable projects for SA	Currently report shows billable project information for SA, which also includes grant-funded projects.	Existing Reports
DPW	AR Aging Report	Monthly & upon request	Track unpaid invoices	Current report shows all unpaid invoices and their detail. Seeking similar report for grant related invoices.	Existing Reports
DPW	GZCR001&001A-Invoices Processed	Monthly & upon request	Report billing activity	Current report shows billing activity and their detail. Seeking similar report for grant related invoices.	Existing Reports
DPW	Single Audit Spreadsheets	Twice a year	To report Federal grant expenditure activity to the Auditor-Controller	Total expenditures and total reimbursable expenditures are reported to the AC for each Federal Program. Revenues figures are collected for internal use. Summary and detailed spreadsheets by Federal Program are prepared. Total expenditures are reconciled to RINV's for each project.	Existing Reports
DPW	Other various reports	Daily & upon request	Various	Reports should be able to be run on every field previously provided in our requirements. Various combinations and sorts should be available. This would allow for combining information from eCAPS, the grant tracking system, and potentially any stand alone system that is used to capture grant information, to generate combined reports.	Future Reports

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	RINV	Daily & upon request	Reports expenditure detail activity for a project	Current reports show all expenditure detail activity for a particular project. Seeking similar report for various groupings such as by specific grant or type or grant.	eCAPS report (part of DPW FAS report inventory)
DPW	FEMA ELIGIBLE REPORT	As Needed	To Determine the FEMA and OES Eligible Amounts for Billing & Informational Purposes	Currently, the report is run from the web. To calculate the FEMA (75%) and OES (25%) Eligible amounts, the report will capture expenditures from the RINV and apply all the FEMA approved rates entered on the web.	eCAPS report (part of DPW FAS report inventory)
DPW	GDSR005 REPORT	Monthly	Billing	The report shows the summary expenditures for selected accounting periods for billable PCAs related to specific project groups. For example FEMA. Seeking similar report for various groupings such as by specific grant or type of grant.	eCAPS report (part of DPW FAS report inventory)
DPW	GDSR004 REPORT	Daily & upon request	Reports expenditure detail activity for a project	Current reports show all expenditure detail activity for a particular project. Labor is shown with hour type and labor, employee benefits and overhead are identified separately. Seeking similar report for various groupings such as by specific grant or type or grant.	eCAPS report (part of DPW FAS report inventory)
DPW	Common Table Report-Program Cost Account (PCA)	Daily	Report showing various PCA elements	Reports can be run showing various elements from the PCA. It is used to identify billable PCAs so that they can be set up in the billing tables. Seeking similar report allowing further sort by specific grant or type of grant.	eCAPS report (part of DPW FAS report inventory)
DPW	Administrative Inquiry	Daily & upon request	Inquiry for accounting entries	The administrative inquiry in FAS allows detailed data to be gathered on the accounting entries for our billing entries. Seeking similar inquiry ability for billing entries for specific grants or types of grants.	eCAPS report (part of DPW FAS report inventory)
DPW	Master Log-SA(Special Accounting Unit)	Daily & upon request	Track information for billable projects for SA	Currently report shows billable project information for SA, which also includes grant-funded projects.	eCAPS report (part of DPW FAS report inventory)
DPW	AR Aging Report	Monthly & upon request	Track unpaid invoices	Current report shows all unpaid invoices and their detail. Seeking similar report for grant related invoices.	eCAPS report (part of DPW FAS report inventory)
DPW	General Query	As needed	Since we will not be able to foresee every possible scenario, we need to be able to query various fields.	We want to be able to filter the information in the database by querying various fields.	Query – not report

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	Closed Grants	Quarterly	This report should list all the recently closed grants.	This report should show grants that have been closed within a specified date range. The selected date range should be added to the heading for the report. Fields: Division, Funding Agency, Grant Program, Project Name, Amount Accepted, and Amount Billed to F.A. (from eCAPS).	Future Reports
DPW	De-obligated Grants	Quarterly	This report should list all the recently de-obligated grants.	This report should show grants that have been de-obligated within a specified date range. The selected date range should be added to the heading for the report. Fields: Division, Funding Agency, Grant Program, Project Name, Amount Accepted, Amount Billed to F.A. (from eCAPS), Comments (Amendment Comments Field from the Amendment Tab), and Date De-obligated (Amendment Date).	Future Reports
DPW	Returned Grant Awards (Grants that were never accepted)	Quarterly	This report should list all the recently returned grant awards. Only the grants that were never accepted by the Board would be on this report.	This report should show grants that have been returned within a specified date range. The selected date range should be added to the heading for the report. Fields: Division, Funding Agency, Grant Program, Project Name, Award Amount, Comments (Amendment Comments Field from the Amendment Tab), and Date Returned (Amendment Date).	Future Reports
DPW	Application Success Rate by Funding Agency	As needed	This report should list all the applications that have been submitted to a selected Funding Agency and the status (awarded, pending or denied).	This report should show all the applications sent to a selected Funding Agency. The name of the selected Funding Agency should be added to the heading of the report. At the end of the report, the columns should be totaled and show the percent awarded. Fields: Grant Program, Project Name, Division, Application Status, Requested Amount, Date application Submitted, and Awarded Amount.	Future Reports
DPW	Application Success Rate by Division	As needed	This report should list all the applications that have been submitted by a selected Division and the status (awarded, pending or denied).	This report should show all the applications submitted by a selected Division. The name of the selected Division should be added to the heading of the report. At the end of the report, the columns should be totaled and show the percent awarded. Fields: Grant Program, Project Name, Funding Agency, Application Status, Requested Amount, Date application Submitted, and Awarded Amount.	Future Reports

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	Application Success Rate by Grant Program	As needed	This report should list all the applications that have been submitted for a selected Grant Program and the status (awarded, pending or denied).	This report should show all the applications submitted for a selected Grant Program. The name of the selected Program and Funding Agency should be added to the heading of the report. At the end of the report, the columns should be totaled and show the percent awarded. Fields: Division, Project Name, Application Status, Requested Amount, Date Application Submitted and Awarded Amount.	Future Reports
DPW	Expected Announcement Date for Submitted Applications	Monthly	To keep track of transmitted applications and to ensure that we follow up on the status if the expected announcement date has past.	This report should list all applications that have been sent that have a status of Pending if the expected announcement date has past. Fields: Grant Program, Funding Agency, Agency Contact Name, Agency Contact Phone #, Agency Contact email, Project Name, Date Application Sent, and Expected Announcement Date.	Future Reports
DPW	Application Appealed	Quarterly	To keep track of appealed applications to ensure that they are followed up on.	This report should list all applications that are being appealed. Fields: Grant Program, Funding Agency, Agency Contact Name, Agency Contact Phone #, Agency Contact email, Project Name, Application Sent, and Date Appeal Submitted.	Future Reports
DPW	Countywide Report to CAO	Quarterly	To ensure that County Departments are fully utilizing grant funds.	Unknown at this time. The CAO has not given us the fields for this report, but all County Departments will be required to use it. It will be necessary to include any field requested by CAO.	Future Reports
DPW	Agreement Status of Awarded Grants	Monthly	To enable us to follow-up on grants that have been awarded but the Board has not accepted funds and/or the agreement has not been executed.	The following fields should be included in this report: Grant Program, Project Name, Funding Agency, Division, Division Contact, Award Amount, Award Acceptance Date, Agreement Rcvd Date, Agreement Execution by Grantee Date, and Agreement Executed by Funding Agency Date. This report should include all awarded grants that have a blank in the date field for any of the following: Award Acceptance Date, Agreement Rcvd Date, Agreement Execution by Grantee Date, and Agreement Executed by Funding Agency Date.	Future Reports

Dept	Report Name	Frequency of Use	Purpose	Description	Comments
DPW	Status of Required Reports to Funding Agency	Monthly	To enable us to remind project managers when report deadlines are approaching (or are past due) to the funding agency.	This report should include grants that have reports due soon or past due only if the submitted date is left blank. Fields: Grant Program, Project Name, Funding Agency, Division, Project Manager Name, reporting reminder date, and due date.	Future Reports
DPW	Past Due Required Reports to Funding Agency	Monthly	To enable us to follow-up on grants that have reports past due to the funding agency.	This report should include grants that have reports past due only if the submitted date is left blank. Although the submitted date should always be left blank for this print out, having the placeholder on the report will allow us to fill-in information after obtaining it from the Project Manager. Fields: Grant Program, Project Name, Funding Agency, Division, Project Manager Name, reporting reminder date, due date, and submitted date.	Future Reports
DPW	Board Letters Adopted between ____ and ____	As needed	This report is meant to help monitor the workload in the section. It can be used to show the spikes in the workload during particular times of the year.	This report includes all the Board letters that were adopted by the Board of Supervisors during a specified range of dates. The selected date range should be added to the heading for the report. Fields: Division, Project Name, Funding Agency, Grant Program, Date BL approved by CAO, and Date Adopted by Board.	Future Reports
DPW	Expenditure Monitoring	Monthly	Financial Tracking	Monitor charges against projects to ensure they are appropriate	eCAPS report

Assumption:

The County will design, develop, and test all reports, queries, data extracts, etc. that are needed to provide information from eCAPS and any interfacing systems. CGI-AMS will have no role in defining reporting requirements, designing, developing, or testing reports under eCAPS Phase III – Subproject 9: Grants Management.

Appendix G-9 – Business Processes

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Appendix G-9 – Business Processes

Business Module/Area	Business Function
Grants Management	Grant Opportunity Grant Notification/Response Grant Application Partnering Organizations Legislative Bodies Grant Award Funding Allocation Project Management Reporting Amendment Close-out/Audit

Exclude other areas:

- Grantor (RFP Issue, Proposal Evaluation, Award Distribution).

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Appendix H-9 – System Performance and Transaction Volumes

No changes required to this Appendix for eCAPS Phase III – Subproject 9.

Please refer to Appendix H of eCAPS Project Contract 74797.

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Appendix I-9 – Subproject Architecture and Schematic

**Please refer to Appendix I to Exhibit A of eCAPS Project
Contract 74797.**

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Appendix J-9 – Configurations and Customizations

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Appendix J-9 - Configurations and Customizations

Summary of Grants Management Customizations

<u>Module</u>	<u># Requirements</u>
Grants Management Customizations	32
Total	32

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Appendix J-9 - Configurations and Customizations

Reference Number	Business Requirements	Final Disposition	Comments
GM 1	Create Grant Opportunity folders	Customization	This would work like the baseline Procurement folders. Need to allow the user to search on Grant Opportunity ID. Within the 'state viewer' tabs, need to have 5 different states on the secondary navigation panel (States, Milestones, Documents, Notes, and Attachments). Additional effort to implement: Change "Program" to "Project" to be performed by the County of Los Angeles.
GM 2	New grants process	Customization	A common grants process to update the grant folders as grant documents are processed.
GM 3	Create Grant Opportunity folders	Customization	This table will allow identified grant opportunities to be tracked, including the grant details like grant type, funding source, URL link, maximum award amounts, and contact information.
GM 4	New Grant Notification/Response table	Customization	This table will allow the user to track notifications that have been sent to various Departments/Divisions/Units/Contacts or combinations thereof. It will also allow the user to track the responses from the notified parties. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 5	New Grant Application table	Customization	This table will be used to track the status of grant applications, due dates, and details regarding where the grant is in the pre-application and application process. There is also a section to track partnering organizations (if any). Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 6	New Grant Award table	Customization	This table includes fields that would be populated upon receipt of the award letter. The Grant Award information would be used as a tracking tool to monitor approval/acceptance as the grant award proceeds through the award acceptance process. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 7	New Legislative Districts table	Customization	This table will be used to track applications that are submitted in the various legislative districts (e.g., State Senate, Assembly, and the Congressional). Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 8	New reference table to store the legislative district values	Customization	This reference table will house all potential legislative district values.
GM 9	New Funding Allocation table	Customization	This table will track requested funding, awarded funding, and the most current amended funding by each Legislative District (Supervisorial District), Service Planning Area, and Matching Type/Name/Dollars. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 10	New Project Management table	Customization	This table is provided as a tool for Project Managers to communicate grant funding project details to senior management, grants management, and fiscal officers. Additional Effort to Implement: Change "Major Program" to "Major Project"; Change "Program" to "Project"; Increase length of Unit code. These changes to be performed by the County of Los Angeles.
GM 11	New Reporting Needs table	Customization	This table will allow individual lines to be added for tracking of various reporting cycles; e.g., financial reporting may be required quarterly, program updates required monthly, progress reports required semi-annually, and analysis for the CAO required annually. This tab will allow the system to track when various reports are due. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 12	New Amendment table	Customization	This table will track modifications that have been made to the grant in the post-award stage. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.

Reference Number	Business Requirements	Final Disposition	Comments
GM 13	New Close-out/Audit table	Customization	This table is a central repository of all close-out activities and updates on any audit status issues. It provides A-C, CAO, and departments a central view of the grant close-out and audit dates, and any pending items. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 14	New Funding Source table to store type of funding (e.g., Prop A, Prop C)	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 15	New Service Planning Area table to store SPA values.	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 16	New Miscellaneous Requirement table that would be used to enter miscellaneous grantor requirements that need to be recorded within the grant tables	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 17	New Match Type table to store various matching for tracking/reporting	Customization	This is a new reference table to support the grants tracking tables and documents.
GM 18	New Grant Inquiry page	Customization	One inquiry page will summarize grant information by pulling data from the respective grant tables. Each of the new reference tables will have their own associated page which allows viewing and entering of data. Additional Effort to Implement: Change “Major Program” to “Major Project”; Change “Program” to “Project”; Increase length of Unit code. These changes are to be performed by the County of Los Angeles.
GM 19	New Grant Opportunity document	Customization	This document will allow identified grant opportunities to be tracked, including the grant details like grant type, funding source, URL link, maximum award amounts, and contact information. It will also allow the user to track notifications that have been sent to various Departments / Divisions / Units / Contacts or combinations thereof. This will update the grant tables.
GM 20	New Grant Response document	Customization	This document will allow the user to track the responses from the notified parties. This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 21	New Grant Application document	Customization	This document will be used to track the status of grant applications, due dates, and details regarding where the grant is in the pre-application and application process. There is also another section to track partnering organizations (if any). This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 22	New Grant Award document	Customization	This document includes fields that would be populated upon receipt of the award letter. The Grant Award information would be used as a tracking tool to monitor approval/acceptance as the grant award proceeds through the LAC award acceptance process. This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 23	New Grant Amendment document	Customization	This document will track modifications that have been made to the grant in the post-award stage. This will update the grant tables. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 24	New Grant Close-out/Audit document	Customization	This document will allow tracking of all close-out activities and updates on any audit status issues. It allows A-C, CAO, Fiscal, Project Management, and Grant Management the same central view of the grant close-out and audit dates (for calendar/reporting tracking) and any pending items. Once submitted, this will update the grant tables and can deactivate the project codes. Additional Effort to Implement: Increase length of Unit Code to be performed by the County of Los Angeles.
GM 25	Allow user to add attachments at each level within the grant tables	Customization	Attachments should be allowed within each of the 7 grant tables.

Reference Number	Business Requirements	Final Disposition	Comments
GM 26	Reminder Dates - (Alerts)	Customization	Batch program is needed to generate alerts. This will work like the milestones within the Procurement system. The system will send a message into the Alerts folder (within the Message Center that is accessed via the main page). Notification will appear on the main page that there is an alert in need of attention for the recipient of the reminder dates.
GM 27	Allow the system to send grant notifications once the grant opportunity has been identified	Customization	Options: PDF, emails, document links. This would provide a snapshot of the information entered within the Grant Opportunity table. Some potential applicants may not have access to eCAPS so that must be considered in the solution. If PDF's are to be generated, the system will need a mechanism to create the .PDF file and then a batch program to allow the created files to be available to the users.
GM 28	Modifying the custom QPE document to make it baselineable	Customization	In order to make the QPE document baselineable, the following aspects will need to be addressed: a) The QPE is currently limited to only 4 Funding Lines. b) The QPE is currently limited to one Funding Priority. c) The QPE is currently limited to only 2 of the 4 Program rollups (class and category). d) The "State Reporting" fields are all custom. e) The QPE generates the BGPDR, but doesn't address the possibility of other Program budget documents. Additional Effort to Implement: Change "Major Program" to "Major Project"; Change "Program" to "Project"; Increase length of Unit code. These changes are to be performed by the County of Los Angeles.
GM 29	Modifying the custom QPE document to integrate the grants tracking module with eCAPS/ADV Financials Cost Accounting system	Customization	Additional changes to the QPE document include: (a) Allow the creation of entries to the Major Project, Project Period, Funding Profile and Funding Priority and Funding Line tables without the creation of Project and Funding Profile Inference entries. The Major Project can be set up as 'No Splits' or 'Back End Split'. (c) Allow the creation of projects that point to a pre-existing Major Project with Back End Split. Additional Effort to Implement: LAC will need to make a global change to expand the length of Major Project and Funding Profile fields in eCAPS.
GM 30	Modify Funding Profile table to add an edit to allow the creation of a funding profile record for a 'No Splits' Major Project	Customization	Modify Funding Profile table to add an edit to allow the creation of a funding profile record for a 'No Splits' Major Project.
GM 31	Modify Funding Line table to add an edit to allow compare the Department, Major Project and the Department Grant ID on the Funding Line table with the Department, Grant Project Number and the Grant ID on the Grant Award page. A matching entry should exist; if not, a warning message is issued. Also, add a Dept Grant ID field (this was added in eCAPS but is not in baseline).	Customization	Modify Funding Profile table to add an edit to allow the creation of a funding profile record for a 'No Splits' Major Project.
GM 32	New Grant Setup Batch Process to automatically create QPE documents to integrate the Grants Tracking module with the eCAPS/ADV Financials Cost Accounting system	Customization	A three-step process is needed to generate the QPE documents: batch process will need to create the XML files, load the documents via System Management Utility (SMU), and submit via SMU.

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Appendix K-9 – Training Volumes

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Appendix K-9 – Training Volumes

During eCAPS Phase II – Legacy Systems Analysis Subproject 5 a preliminary analysis captured departmental training needs. There is an identified risk of the current lack of eCAPS grants accounting knowledge; therefore, Grant Accounting training was recommended in conjunction with Grants Management training. Grants Management will focus on the functionality of the Grants Management system, while Grants Accounting will focus on the functionality of Grant Accounting within AMS Advantage Financial. The two recommended courses are listed in Exhibit K-9-1, along with a tabulation of train-the-trainer and departmental training needs to address both training needs.

The new Grants Management system includes an eCAPS integration component that provides for the automatic set-up of projects in eCAPS. The Subproject 5 Project Team recommended that Cost Accounting training materials provided in Phase 1 be tailored to grant and project management to incorporate the integration component. The approach for training will be similar to other projects, i.e. train County trainers to co-train end-users. This approach will be further defined in the Create phase based on the assumptions of training volumes identified below.

Exhibit K-9-1: Training Needs

Dept	Department Name	Grants Management (GM)		Grants Accounting (GA)	
		Maximum Number of Seats	Number of Training Days	Maximum Number of Seats	Number of Training Days
	Train-the-Trainer	32	2	32	4
CS	Community & Senior Services	5	1	30	4
PR	Parks & Recreation	15	1	11	2
DPW	Public Works	182	10	182	20
SH	Sheriff	5	1	15	4
	Additional Departments	100	5	100	10
	Totals:	339	20	370	44

Assumptions:

- a. The County is responsible for the reproduction of all Train-the-Trainer materials and training plan specifications (i.e. scheduling, attendee coordination, and logistics).
- b. Number of sessions is based on a class size of 20. Project plan developed assuming four (4) days of training per week on average.
- c. CGI-AMS will co-train with County trainers for both the Train-the-Trainer and End-User Training based on the training volume assumptions in the table above. CGI-AMS will provide SME information throughout the training sessions.

- d. The training strategies (e.g., Instructor led, web-cast, online independent study) and course content will be determined as part of the Training Plan.
- e. It is assumed that each Department will manage and conduct all training efforts and activities for end-user co-training in their respective Department. Department users for each training area will be trained prior to the established go-live dates.

Appendix L-9 – Legacy Reports

**This Appendix is not applicable to eCAPS Phase III –
Subproject 9.**

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Appendix M-9 – Subproject Assumptions

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Appendix M-9 – Subproject Assumptions

1. Introduction

In addition to assumptions identified in Appendix M to eCAPS Project Contract 74797, the additional assumptions in this appendix are provided to describe the basis that CGI-AMS has relied on to draft the scope, timing, resources, and roles and responsibilities for eCAPS Phase III – Grants Management Subproject 9. For purposes of this appendix, Grants Management means the implementation activities associated with developing the Grant Opportunity, Application, and Award Tracking system within AMS Advantage Financial developed by CGI-AMS and the software modifications identified during eCAPS Phase II – Legacy Systems Analysis Subproject 5.

The assumptions represent and provide further clarification of CGI-AMS's Statement of Work (SOW) Narrative (Exhibit A-9), Deliverables Definition (Appendix A-9) and Project Plan (Appendix B-9). These assumptions are intended to establish a clear understanding between the County and CGI-AMS; thereby, avoiding unwanted surprises during project execution.

The SOW Narrative (Exhibit A-9) and Deliverables Definition (Appendix A-9) describe the tasks, work products, and deliverables to be completed by CGI-AMS for Subproject 9. In order for the Subproject 9 to be successful, CGI-AMS must perform these tasks in partnership with the County and the County must complete reciprocal tasks, work products, and deliverables as described in this appendix and outlined in Subproject 9 Project Plan.

The context diagram attached as Attachment M-9 to this Appendix M-9 depicts the assigned responsibilities of the County and of CGI-AMS.

2. Organization

The eCAPS Phase III – Grants Management Subproject 9 assumptions provided in this Appendix M-9 are aligned with the SOW sections, as follows:

- Section 3 – Implementation Methodology (SOW Section I);
- Section 4 – Project Management (SOW Section II);
- Section 5 – Software Application (SOW Section III);
- Section 6 – Data Warehouse and Reporting (SOW Section V);
- Section 7 – Technical (SOW Section VI);
- Section 8 – Change Management and Training (SOW Section VII); and
- Section 9 – Maintenance and Support (SOW Section VIII).

3. Implementation Methodology

3.1 Create Phase

- a. eCAPS software construction activities will be a shared responsibility between County and CGI-AMS staff as described in the following responsibility matrix. Additional assumptions associated with the development of software for data conversion, system interfaces, and reports are provided in this Appendix M-9, subsection 6 (Data Warehouse and Reporting) and subsection 7 (Technical).

Exhibit M-9-1: Responsibility Matrix: Application Set-up / Software Construction

Task	Lead	Description
Table-Driven Set-up (Application & Support)	CGI-AMS	Recap configurations identified during the Fit-Gap Analysis and provide instructions to County staff for populating tables.
Table-Driven Set-up (Populate Tables & Test)	County	Populate system tables and confirm that the tables have been populated correctly based upon CGI-AMS input and support.
Application Customizations	CGI-AMS	Design, develop, and test software customizations estimated in the Fit-Gap Analysis.
Reviewing and Approving Software Designs	County	Review software designs, understand the implications of each design, and provide design approval.
User Interface Configurations	County	Design, develop, and test configurations to AMS Advantage® screen labels, error messages, and field-level edits for the eCAPS implementation (if applicable).
Outbound System Interface	County	Design, develop, and test of interfacing file to be transmitted by eCAPS to the DPW Grants Management system.
Outbound System Interfaces (Testing Coordination)	County	Coordinate the testing of all outbound interfaces with staff responsible for supporting the external systems and software updates to the external systems.
Manual Data Conversion (Planning)	CGI-AMS/County	The County shall develop a detailed conversion plan with the assistance/review of CGI-AMS. The plan will consist of a list of all necessary conversions, and a schedule to complete the execution and test of the conversion processes.
Manual Data Conversion	County	Manually convert data from legacy systems to eCAPS.
Data Conversion (Manual Conversion Verification)	County	Perform comparisons of data in legacy and eCAPS systems to ensure that all data has been converted correctly.

Task	Lead	Description
Data Cleansing	County	Design, develop, and test procedures and software for cleansing and correcting all data to be used as input to the eCAPS conversion process and in the application databases after execution of the conversion.

- b. The County will configure the necessary hardware and software to establish and maintain the technical environments for Grants Management.
- c. The County will need to determine the types and volumes of data that must be converted.
- d. The County shall take the lead on deployment of the manual conversion efforts based upon the high-level strategy developed during the first stage of this process (Project Plan Task 2.3.3.3). This plan shall include specific details for the following items:
 - An overview of the manual conversion process;
 - An assessment of the source files including scope and condition of the data;
 - Assumptions, issues, and risk areas;
 - Assessment of manual conversion feasibility;
 - Tools available for conversion;
 - Conversion methodology and testing approach;
 - Controls approach;
 - Pre-conversion data clean-up;
 - Post-conversion clean-up assumptions;
 - Contingency plans; and
 - Overall conversion schedule.
- e. The County will be the lead on the manual conversion process, as such, the County will be responsible for the areas of: data verification, reconciliation of conversion controls, and resolution of any errors identified during the process.
- f. Software modifications effort has been estimated based on the analysis documented in Legacy Systems Analysis Implementation Analysis Document (IAD) for Grants Management.
- g. CGI-AMS will complete the software design and development effort using both on-site and off-site resources. CGI-AMS will require that the off-site resources be provided with the necessary security privileges to access the eCAPS

applications to complete the development tasks and support the project team during the software testing processes. Software developed by CGI-AMS will be built off-site and delivered to the County upon completion of System Test.

- h. In consideration of developing and supporting Subproject 9, the County will make reasonable efforts to define the requirements in a manner that will allow other AMS Advantage customers to be able to use the Grants Management functionality.
- i. The County will perform a Client Iteration Test for the delivery of the software according to the schedule defined in Appendix B-9 (Project Plan), as updated from time to time.
- j. The existing eCAPS Project standards for software defect levels will apply to the Subproject 9. The standards are important in order to prioritize (e.g., critical, severe, moderate, cosmetic) software defects to support consistent identification and software defect resolution across the eCAPS project teams.
- k. The County is responsible for all conversion development and testing as follows:

	Conversion	Conversion Method	Owner
1.	Division and Unit Tables – DUNS Number	Manual	County
2.	Project Table – Manager Contact Information	Manual	County
3.	Grant Opportunity ID	Manual	County
4.	Funding Agency Name	Manual	County
5.	Funding Source	Manual	County
6.	Service Planning Area	Manual	County
7.	Grant ID	Manual	County
8.	Amendment Number	Manual	County
9.	Grant Opportunity Table	Manual	County
10.	Grant Notification/Response Table	Manual	County
11.	Grant Application Table	Manual	County
12.	Grant Partnering Organizations Table	Manual	County
13.	Grant Legislative Bodies Table	Manual	County
14.	Grant Award Table	Manual	County
15.	Grant Funding Allocation Table	Manual	County
16.	Grant Project Management Table	Manual	County
17.	Grant Reporting Table	Manual	County
18.	Grant Amendment Table	Manual	County
19.	Grant Close-out/Audit Table	Manual	County

- l. The County will be responsible for all reports for Subproject 9.
- m. The County will be responsible for the design, development, and testing for the outbound interface for Subproject 9.
- n. The County will be responsible for defining, configuring, and testing all security and workflow for Subproject 9.
- o. The County will be responsible for conducting the User Acceptance Test.
- p. CGI-AMS will provide support for User Acceptance Test per the timeframe specified in the Project Plan.
- q. The County will plan for and conduct the Regression Test.
- r. The County will be responsible for conducting any Performance Testing, as required.

3.2 Achieve Phase

- a. The County will participate in the production cutover and rehearsal activities in accordance with the production cutover script developed by CGI-AMS. County responsibilities include but are not limited to:
 - Review cutover scripts developed by CGI-AMS;
 - Review online table set-up;
 - Verify converted data;
 - Conduct software migration; and
 - Backup production data prior to cutover.
- b. The County will be responsible for determining the parameters for reports distribution to facilitate the viewing, printing, and routing of eCAPS operational reports.
- c. The County will be responsible for legacy system updates, if required.
- d. The County will be responsible for all security and workflow configuration activities. The County will develop plans as necessary to facilitate the County's completion of its security and workflow set-up, end-user training, and transition management (e.g., departmental rollout and outreach and assessment of the County's readiness for Subproject 9).

4. Project Management

This section of the SOW narrative provides an overview of the project management-related tasks, work products, and deliverables to be completed by CGI-AMS and the roles and responsibilities of CGI-AMS staff responsible for overseeing the direction, quality, and timeliness of CGI-AMS's work on the eCAPS project. CGI-AMS's

assumptions for the County's responsibilities and other project management-related activities are provided below.

- a. The County and CGI-AMS will follow a closely coordinated and collaborative approach to project management for Subproject 9 with the overall eCAPS Project Management Plan.
- b. The County and CGI-AMS Team Leads will jointly maintain the Subproject 9 Project Plan and provide status reporting on project progress to the County and CGI-AMS eCAPS Project Management Team.
- c. During the project planning stage, the County will finalize the detailed plan which will include staffing requirements and resources, and interdependencies and timelines for the completion of the various components.
- d. County will appoint dedicated key personnel as the Functional Team Lead. This leads and their respective support staffs will be responsible for completing the County's tasks on Subproject 9 as outlined in the Project Plan provided in Appendix B-9 (Project Plan), as updated from time to time.
- e. The County will supply the project infrastructure necessary to support the co-location of the County-CGI-AMS team and completion of Subproject 9 tasks as described in Appendix M-9 of the Agreement.
- f. County staff will have the lead responsibility for all communications to County departments and third party vendors related to the Subproject 9, including, but not limited to: informational briefings, executive briefings, identification and coordination with departmental liaisons, etc.
- g. The County shall use and maintain the existing eCAPS website as part of the Communication Plan. This website will be used to:
 1. Maintain and distribute project materials;
 2. Communicate the status of the Subproject 9; and
 3. Provide a vehicle for communicating with County departments (e.g., feedback, Q&A, FAQs, etc.).
- h. The County will be responsible for maintaining the website and CGI-AMS shall assist in developing materials for placement on the site and completing its assigned tasks as identified in the Communication Plan.
- i. The County will provide staff to support the clerical and administrative tasks for the eCAPS project, including, but not limited to: meeting scheduling, conference room reservations, copying, and filing paperwork.

5. Software Application

This section of the SOW narrative presents assumptions for the AMS Advantage application and third party software products that will be installed in the eCAPS technical environments.

- a. County staff shall use the development tools that are bundled with the AMS Advantage® 3 application (i.e., AMS Advantage Design Studio, Pervasive Data Integrator (PDI), and Adobe forms) in order to help reduce the level of effort for software construction, standardize work product quality, minimize future maintenance costs, and facilitate knowledge transfer from CGI-AMS to County technical staff.
- b. Third party software implemented in eCAPS Phase I, II, or III (prior to Subproject 9) may be used to complete County tasks; however, no additional third party software or expanded licensing is included for Subproject 9.
- c. Application software modifications will be developed on AMS Advantage Financial Release 3.6.0.2.
- d. The level of estimates provided is based upon Subproject 9 as outlined in the Project Plan provided in Appendix C-9 (Business Requirements).
- e. The County will perform the tasks necessary to establish the technical environments to support the Subproject 9. These tasks include, but are not limited to: installation and testing of servers and system software, system software upgrades, definition of table spaces, printer set-up, establishment of network, and establishment of Internet access.
- f. The County will install the application software, Approved Third Party Software and application software customizations in the creation of eCAPS environments.
- g. The installation and installation testing process for each environment will be completed by the County by the dates established in the Project Plan for this Subproject 9.
- h. County is responsible for all software migrations and for ensuring that software is migrated correctly.

6. Reporting

This section of the SOW narrative provides a list of key assumptions related to reporting, querying and any other method of extracting information from eCAPS for Subproject 9.

- a. The County will design, develop, and test all reports, queries, data extracts, etc. that are needed to provide information from eCAPS and any interfacing systems.
- b. CGI-AMS's role in defining reporting requirements and designing reports is limited to answering the County's questions related to data elements implemented for Grants Management, AMS InfoAdvantage Design and Development, and the ETL process.
- c. Departments will retain existing Grants Management databases for a reasonable period of time after the implementation of the Grants Management system for query and reporting purposes.

- d. The County will be responsible for installing, configuring, and administering the Cognos Business Intelligence software in all environments.
- e. The County will design and develop the Cognos Framework Manager Model (FWMM) and the Cognos Packages for supporting the reporting requirements for Grants Management.
- f. The County will be responsible for the design and development of all Grants Management reports of mixed complexity (high, medium, low). These reports may be delivered through Cognos reports, Java reports, inquiry screens or data extract files. The County will review the list of reports to assign complexities and prioritize their delivery timeframe and delivery method.
- g. The County shall be responsible for the planning, design and development of all reports based on the requirements identified in Appendix F-9 (Reports). The County shall be responsible for additional reports requested during Subproject 9 that are not already identified in Appendix F-9 (Reports).
- h. The County will develop the functional designs for the reports and review the report designs with end users prior to beginning development. Upon receiving feedback from the users, report developers will complete the software development and testing of the assigned reports.
- i. In the event that additional business requirements (i.e., not included in Appendix C-9 (Business Requirements)) are identified by the County, CGI-AMS and the County shall identify the appropriate solutions, estimates, and schedule for supporting these requirements through the Change Control process.

7. Technical

This section of the SOW narrative presents an overview of CGI-AMS's response to the County's technical requirements and CGI-AMS's tasks related to data conversion and interface development not already included in Section 3.1 – Create Phase.

7.1 Technical Assumptions

- a. The County will create any new technical environments and will install any additional instances of the AMS Advantage or Approved Third Party Software.
- b. The County will be solely responsible for maintaining and upgrading hardware and systems software subject to CGI-AMS's warranty and maintenance provisions.

7.2 Data Conversion Assumptions

- a. Manual conversion will be the primary method used for data conversion. If the County determines that Automated or Semi Automated conversion is preferred, Pervasive Data Integrator (provided as bundled third party products) will be the

primary tool used for data conversion. Custom (non-Pervasive Data Integrator based) data conversion will be limited to the extent possible.

- b. In accordance with Appendix E-9 (Conversions), the County will convert reference data and historical data. The County will be responsible for the data cleansing (i.e., planning and execution of the data cleansing procedures and software) of this data prior to conversion and after the execution of the conversion process in the target application.
- c. The County will provide Grants Management subject matter experts (SME) and staff familiar with information systems to work with CGI-AMS.
- d. Archiving is not proposed or included in the level of estimates as the volume may not necessitate frequent archiving.

7.3 System Interface Assumptions

- a. Pervasive Data Integrator and SysManUtil will be the primary tools used for system interface development. Custom system interfaces will be limited to the extent possible.

8. Change Management and Training

This section of the SOW narrative presents an overview of the responsibilities with regard to change management and training.

- a. The County will be responsible for all change management activities as outlined in the Attachment M-9 with the support of CGI-AMS as specified in the same.
- b. Appendix K-9 – Training Volumes has additional assumptions documented as it relates to training for this Subproject.
- c. County will prepare checklists for helping assess Departmental readiness for go-live. One checklist shall focus on a review of County operational/technical readiness (e.g., printers installed, workstations configured, operations team identified and trained, etc.) and the other shall focus on a review of the go-live departments' implementation/end-user readiness (e.g., end users trained, department outreach activities completed, etc.).

As implementation activities commence each Department shall conduct a Training Needs Assessment for their respective Department, which will drive the overall training schedule and methods for training delivery, as well as other planning activities to determine the training needs for each of the primary audiences. The Training Needs Assessment identifies end user roles and their corresponding tasks/responsibilities. This assessment is used as input to the development of the end user training plan.

- Project Team;

- End Users; and
 - Technology Personnel.
- d. The County will develop the detailed training plan, and will coordinate all training with trainers and end users.
 - e. The County will provide the training facilities and equipment for all training.
 - f. The County will be responsible for populating and updating the training databases and maintaining the training application on an ongoing basis.
 - g. The County will utilize any training materials already developed as part of the eCAPS project, and will customize as necessary. Grants Management is a new system, User Guides will be updated and training materials will need to be developed from the updated User Guides using the eCAPS training materials as templates.
 - h. The County will be responsible for the development of the Grants Accounting training materials. The County will be primarily responsible for the content and development thereof.
 - i. The County shall assist any new technical staff in configuring/installing the AMS Advantage bundled toolsets on developer workstations in order to facilitate hands-on training for the aforementioned topics.
 - j. The County and CGI-AMS will jointly conduct train-the-trainer sessions.
 - k. The County and CGI-AMS will perform co-trainer end-user training.
 - l. The County will be responsible for developing and executing the departmental rollout plan and for communicating and monitoring for divisional operations readiness.
 - m. The County will be responsible for updating the operations and implementation readiness assessment checklists for Grants Management implementation, distributing the checklists to the divisions, collecting the responses, evaluating the responses, addressing the change management issues, and implementing the change management plan.
 - n. The County will be responsible for creating and updating the eCAPS fiscal policies and procedures and any department-specific procedures and manuals.
 - o. The County shall develop a Training Environment to roll out the new application to end users 1 to 2 months before training classes begin.
 - p. The technical infrastructure is rolled out to be able to test connectivity, application access, printing, and application security before the training sessions begin, so that these types of issues can be addressed long before the first day of training;
 - q. Self-study materials will be provided to allow end users to practice what they learned in training, at their own desks - keeping their skills fresh until the system goes live; and

- r. The training team will need to assess training effectiveness to help in identifying the users who may need additional training during the post-implementation support period.

9. Maintenance and Support

This section of the SOW narrative presents an overview of CGI-AMS's tasks for eCAPS maintenance and support.

- a. CGI-AMS to provide Post-Implementation Support of at least two (2) FTE's for two (2) consecutive months directly following the production cut-over (go-live) for DPW.
- b. CGI-AMS to provide Go-Live Support of a maximum of (2) FTE's for three (3) consecutive months to support the production go-lives for PK, CS and SH.
- c. The County will maintain current enrollment in the AMS Advantage maintenance program as described in Exhibit E-9 (Maintenance Provisions) to the Agreement if the County wishes to receive software updates and upgrades during the term of this Agreement.

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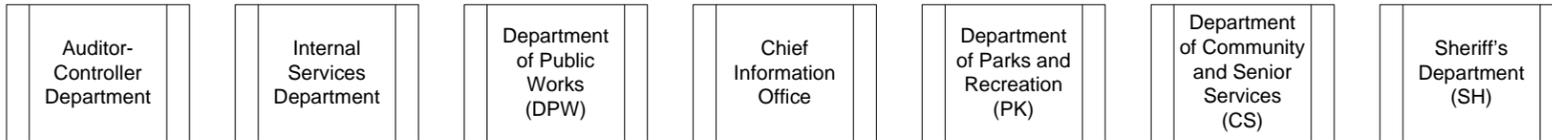
Attachment M-9 – Context Diagram

This is an Attachment to Appendix M-9 - Subproject Assumptions.

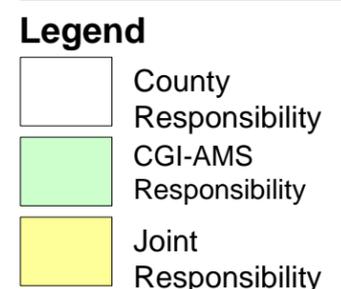
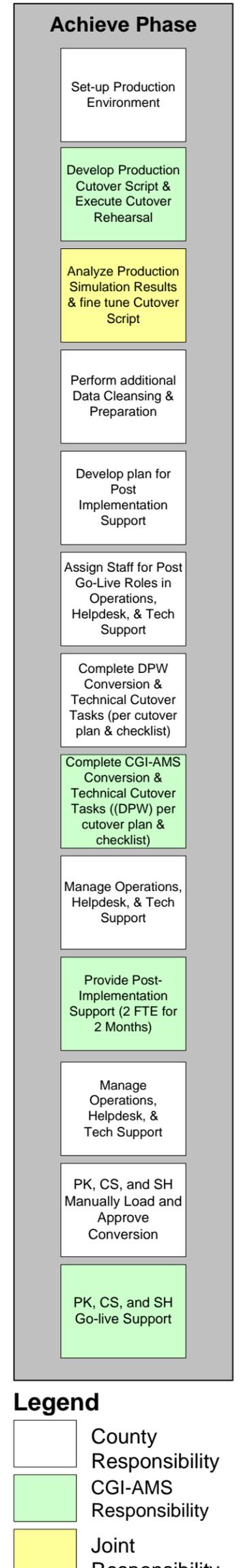
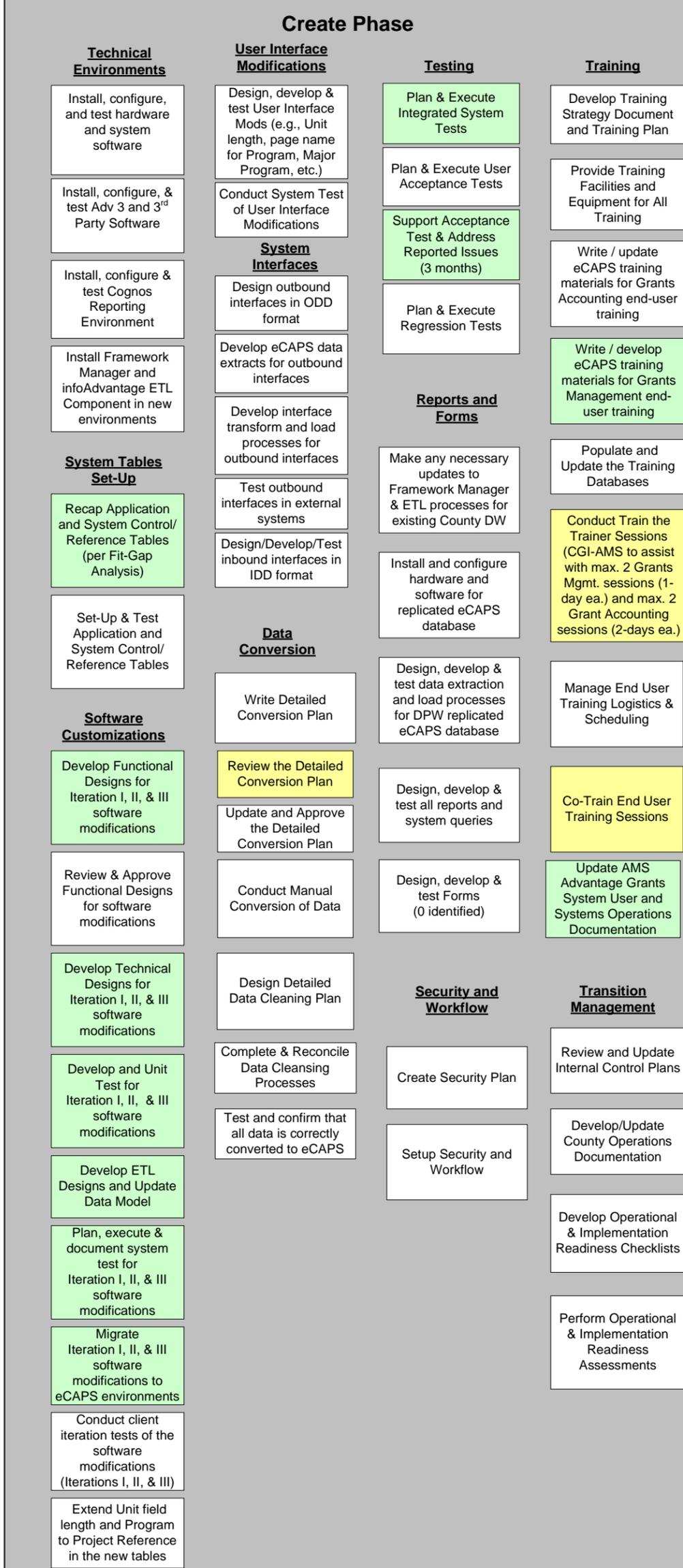
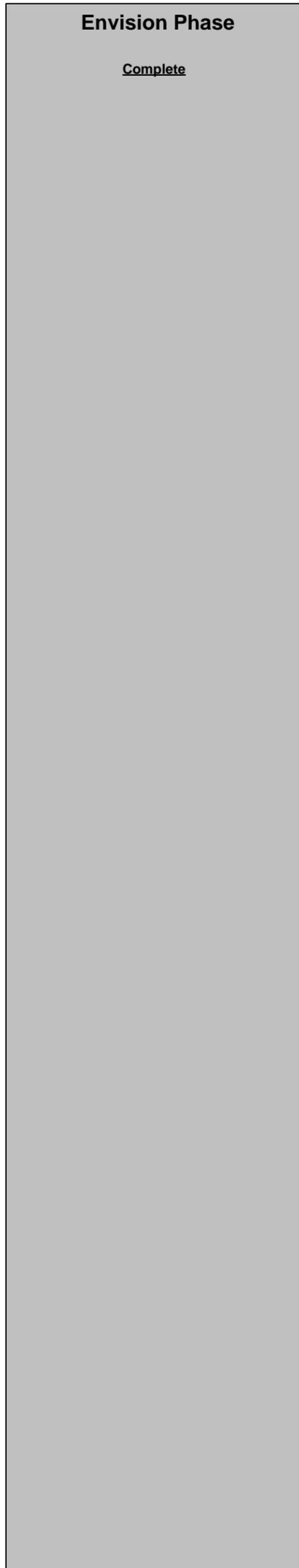
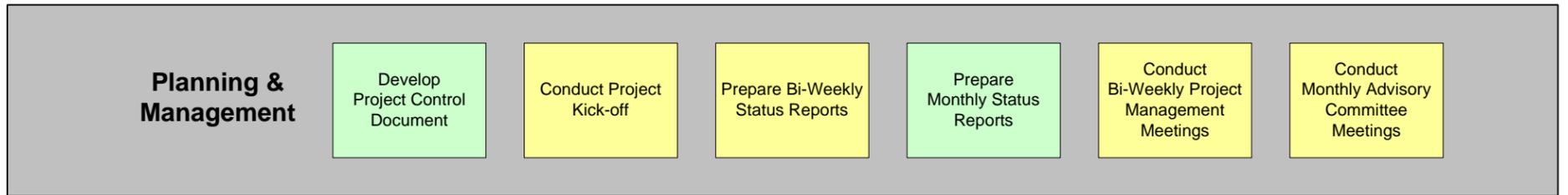
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eCAPS Grants Management Subproject

Participating Organizations



Project Tasks and Responsibilities



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Exhibit B-9 – Schedule of Payments

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Exhibit B-9 - Schedule of Payments

Milestone	Payment Deliverable	Due Date	Deliverable Amount	Holdback (15%)	Invoice Amount
1.1.7	Grants Management Project Control Document	06/05/07	\$15,000.00	\$2,250.00	\$12,750.00
1.2.5	Grants Management Project Kick-Off	05/24/07	\$20,000.00	\$3,000.00	\$17,000.00
1.3.4	Monthly Status Reports (May 2007 - January 2009; 21 Months @ \$15,000 per Month less \$2,250.00 Holdback)	5th working day of each month	\$315,000.00	\$47,250.00	\$267,750.00
2.2.1.5	Application Software Modifications Functional Designs - Iteration I	06/08/07	\$127,200.00	\$19,080.00	\$108,120.00
2.2.1.11	Application Software Modifications - Iteration I	09/04/07	\$190,800.00	\$28,620.00	\$162,180.00
2.2.2.5	Application Software Modifications Functional Designs - Iteration II	07/20/07	\$127,200.00	\$19,080.00	\$108,120.00
2.2.2.11	Application Software Modifications - Iteration II	11/05/07	\$190,800.00	\$28,620.00	\$162,180.00
2.2.3.5	Application Software Modifications Functional Designs - Iteration III	09/14/07	\$63,600.00	\$9,540.00	\$54,060.00
2.2.3.11	Application Software Modifications - Iteration III	01/18/08	\$95,400.00	\$14,310.00	\$81,090.00
2.2.4.7	Recap System Control Tables Setup	05/30/08	\$56,120.00	\$8,418.00	\$47,702.00
2.2.6.2.6	Data Conversion Plan Support	05/13/08	\$14,080.00	\$2,112.00	\$11,968.00
2.3.1.5	Integrated System Test Plan and Scripts	04/23/08	\$28,160.00	\$4,224.00	\$23,936.00
2.3.1.10	Integrated System Test Results	06/12/08	\$112,640.00	\$16,896.00	\$95,744.00
2.3.3.8	User Acceptance Test Support - Month #1	06/16/08	\$70,400.00	\$10,560.00	\$59,840.00
2.3.3.9	User Acceptance Test Support - Month #2	07/16/08	\$70,400.00	\$10,560.00	\$59,840.00
2.4.4.3.6	System Administration Training Preparation Support	05/21/08	\$28,160.00	\$4,224.00	\$23,936.00
2.4.4.4.1.8	End User Training Plan Materials Preparation (Grants Management)	04/25/08	\$56,320.00	\$8,448.00	\$47,872.00
2.4.4.4.2.7	Trainer Training Support	06/19/08	\$28,160.00	\$4,224.00	\$23,936.00
2.4.4.4.3.5	End User Training Support (DPW, PK, CS, SH)	09/24/08	\$56,320.00	\$8,448.00	\$47,872.00
2.4.4.4.3.8	End User Training Support (Other Departments)	04/03/09	\$28,160.00	\$4,224.00	\$23,936.00
2.4.5.1.6	AMS Advantage User Documentation	03/12/08	\$27,500.00	\$4,125.00	\$23,375.00
2.4.5.2.6	AMS Advantage System/Operations Documentation	06/02/08	\$27,500.00	\$4,125.00	\$23,375.00
3.2.1.5	Production Cutover Script	06/26/08	\$42,240.00	\$6,336.00	\$35,904.00
3.2.11	Production Cutover Complete (DPW)	08/25/08	\$98,560.00	\$14,784.00	\$83,776.00
3.3.3	Post-Implementation Support - Month #1	09/30/08	\$56,320.00	\$8,448.00	\$47,872.00
3.3.4	Post-Implementation Support - Month #2	10/31/08	\$56,320.00	\$8,448.00	\$47,872.00
	Release of Withhold 1 (33%) "90-days Post Stage 1 Go-Live"	11/23/08			\$107,480.34
3.5.3	Department Go-Live Support (PK)	11/24/08	\$56,320.00	\$8,448.00	\$47,872.00
3.5.6	Department Go-Live Support (CS)	12/22/08	\$56,320.00	\$8,448.00	\$47,872.00
3.5.9	Department Go-Live Support (SH)	01/26/09	\$56,320.00	\$8,448.00	\$47,872.00
	Release of Withhold 2 (67%) "90-days Post Stage 4 Go-Live"	04/26/09			\$218,217.66
4.1	Additional Departmental Rollout Support	07/30/09	\$428,680.00		\$428,680.00
Total Payments and Holdbacks			\$2,600,000.00	\$325,698.00	\$2,600,000.00

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Exhibit C-9 – Rates

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 9.**

Please refer to Exhibit C of eCAPS Project Contract 74797.

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Exhibit D-9 – Project Schedule

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ID	Task Name	Duration	Start	Finish	06	2007		2008		2009		2
					H2	H1	H2	H1	H2	H1	H2	H1
0	GRANTS MANAGEMENT SUBPROJECT 9	572 days	Tue 5/1/07	Thu 7/30/09								
1	1 PLANNING & MANAGEMENT	439 days	Tue 5/1/07	Mon 1/26/09								
2	1.1 Grants Management Project Control Document (incl. plan, PM strategies, etc.)	25 days	Tue 5/1/07	Tue 6/5/07								
3	1.1.1 Finalize Roles & Responsibilities and Project Plan	10 days	Tue 5/1/07	Mon 5/14/07								
4	1.1.2 Establish Project Management Standards and Tools	5 days	Tue 5/1/07	Mon 5/7/07								
5	1.1.3 Update Strategies for: Communication, Risk Mitigation, & Change Control	5 days	Tue 5/8/07	Mon 5/14/07								
6	1.1.4 Review Project Control Document	5 days	Tue 5/15/07	Mon 5/21/07								
7	1.1.5 Update Project Control Document	5 days	Tue 5/22/07	Tue 5/29/07								
8	1.1.6 Approve Project Control Document	5 days	Wed 5/30/07	Tue 6/5/07								
9	1.1.7 CGI-AMS Deliverable: Grants Management Project Control Document	0 days	Tue 6/5/07	Tue 6/5/07								
10	1.2 Grants Management Project Kick-Off	18 days	Tue 5/1/07	Thu 5/24/07								
11	1.2.1 Prepare Project Kick-Off Presentation	10 days	Tue 5/1/07	Mon 5/14/07								
12	1.2.2 Review and Approve Kick-Off Presentation Materials	5 days	Tue 5/15/07	Mon 5/21/07								
13	1.2.3 Update Kick-Off Materials	2 days	Tue 5/22/07	Wed 5/23/07								
14	1.2.4 Conduct Kick-Off Meeting	1 day	Thu 5/24/07	Thu 5/24/07								
15	1.2.5 CGI-AMS Deliverable: Grants Management Project Kick-Off	0 days	Thu 5/24/07	Thu 5/24/07								
16	1.3 On-Going Project Management	438 days	Wed 5/2/07	Mon 1/26/09								
17	1.3.1 Provide Project Management Oversight / Maintain Project Plan	438 days	Wed 5/2/07	Mon 1/26/09								
18	1.3.2 Provide Quality & Risk Management	438 days	Wed 5/2/07	Mon 1/26/09								
19	1.3.3 Develop Grants Management Bi-Weekly and Monthly Status Reports	438 days	Wed 5/2/07	Mon 1/26/09								
20	1.3.4 CGI-AMS Deliverables: Monthly Status Reports	0 days	Mon 1/26/09	Mon 1/26/09								
21	2 CREATE PHASE	488 days	Tue 5/1/07	Fri 4/3/09								
22	2.1 Technical Environment Set-Up	109 days	Mon 8/20/07	Fri 1/25/08								
23	2.1.1 Establish Technical Environments	109 days	Mon 8/20/07	Fri 1/25/08								
32	2.2 Software Construction	330 days	Tue 5/1/07	Tue 8/19/08								
33	2.2.1 Application Software Modifications - Iteration I	133 days	Tue 5/1/07	Tue 11/6/07								
49	2.2.2 Application Software Modifications - Iteration II	149 days	Mon 6/11/07	Mon 1/14/08								
65	2.2.3 Application Software Modifications - Iteration III	169 days	Mon 7/23/07	Mon 3/24/08								
81	2.2.4 System Control Tables Setup	68 days	Tue 2/26/08	Fri 5/30/08								
89	2.2.5 System Interfaces	44 days	Mon 2/11/08	Fri 4/11/08								
98	2.2.6 Data Conversion	67 days	Mon 4/14/08	Thu 7/17/08								
118	2.2.7 Reports & Forms	139 days	Mon 2/4/08	Tue 8/19/08								
138	2.3 Software Testing	93 days	Tue 3/18/08	Mon 7/28/08								
139	2.3.1 Integrated System Test	62 days	Tue 3/18/08	Thu 6/12/08								
150	2.3.2 Acceptance Test Environment Setup	10 days	Tue 4/1/08	Mon 4/14/08								
155	2.3.3 User Acceptance Test	45 days	Tue 5/13/08	Wed 7/16/08								
165	2.3.4 Regression Test	30 days	Mon 6/16/08	Mon 7/28/08								
170	2.4 Preparation for Implementation	320 days	Wed 1/2/08	Fri 4/3/09								
171	2.4.1 Internal Control Plans	21 days	Mon 4/14/08	Mon 5/12/08								
175	2.4.2 Security and Workflow Set-Up	35 days	Tue 4/15/08	Tue 6/3/08								
181	2.4.3 Data Cleansing & Legacy Systems Conversion Preparation	56 days	Mon 5/12/08	Wed 7/30/08								
184	2.4.4 Knowledge Transfer & Training	278 days	Mon 3/3/08	Fri 4/3/09								
229	2.4.5 eCAPS Documentation	132 days	Wed 1/2/08	Tue 7/8/08								
248	2.4.6 Transition Management	186 days	Thu 5/1/08	Mon 1/26/09								
273	3 ACHIEVE PHASE	184 days	Mon 5/5/08	Mon 1/26/09								
274	3.1 Production Environment Setup	45 days	Mon 5/5/08	Tue 7/8/08								
275	3.1.1 Migrate modifications to Production Environment	35 days	Mon 5/5/08	Mon 6/23/08								
276	3.1.2 Verify code in Production	10 days	Tue 6/24/08	Tue 7/8/08								
277	3.1.3 County Obligation: Migrate Modifications to Production	0 days	Tue 7/8/08	Tue 7/8/08								
278	3.2 Production Cutover	78 days	Mon 5/19/08	Mon 9/8/08								
279	3.2.1 Production Cutover Script	28 days	Mon 5/19/08	Thu 6/26/08								
285	3.2.2 Execute Cutover Rehearsal / Mock Conversion	6 days	Mon 6/30/08	Tue 7/8/08								
286	3.2.3 Perform Additional Data Cleansing as Needed	18 days	Wed 7/9/08	Fri 8/1/08								
287	3.2.4 Execute Production Data Conversion	16 days	Mon 8/4/08	Mon 8/25/08								
288	3.2.5 Execute Production Cutover	16 days	Mon 8/4/08	Mon 8/25/08								
289	3.2.6 Execute Cutover to New Operational Procedures	16 days	Mon 8/4/08	Mon 8/25/08								
290	3.2.7 Implement Updated Business Processes	16 days	Mon 8/4/08	Mon 8/25/08								
291	3.2.8 Technical support for Production Cutover	16 days	Mon 8/4/08	Mon 8/25/08								
292	3.2.9 Hand-Off Operations to Client Support Staff	9 days	Tue 8/26/08	Mon 9/8/08								
293	3.2.10 County Obligation: Production Cutover (Live Production Application)	0 days	Mon 8/25/08	Mon 8/25/08								

ID	Task Name	Duration	Start	Finish	06	2007			2008		2009			2
					H2	H1	H2	H1	H2	H1	H2	H1		
294	3.2.11 CGI-AMS Deliverable: Production Cutover Complete (DPW)	0 days	Mon 8/25/08	Mon 8/25/08					◆	8/25				
295	3.3 Post Implementation Support	43 days	Tue 9/2/08	Fri 10/31/08					◆					
296	3.3.1 Post-implementation Support - Month 1	21 days	Tue 9/2/08	Tue 9/30/08					▮					
297	3.3.2 Post-implementation Support - Month 2	22 days	Wed 10/1/08	Fri 10/31/08					▮					
298	3.3.3 CGI-AMS Deliverables: Monthly Post-Implementation Support - Month #1	0 days	Tue 9/30/08	Tue 9/30/08					◆	9/30				
299	3.3.4 CGI-AMS Deliverables: Monthly Post-Implementation Support - Month #2	0 days	Fri 10/31/08	Fri 10/31/08					◆	10/31				
300	3.4 Implementation Preparation - 3 Identified Departments	84 days	Thu 9/25/08	Mon 1/26/09					◆					
301	3.4.1 Parks and Recreation Implementation Preparation	40 days	Thu 9/25/08	Fri 11/21/08					◆					
311	3.4.2 Community and Senior Services Implementation Preparation	40 days	Fri 10/24/08	Mon 12/22/08					◆					
321	3.4.3 Sheriff's Department Implementation Preparation	46 days	Thu 11/20/08	Mon 1/26/09					◆					
331	3.5 Go-live Support for 3 Identified Departments	63 days	Mon 10/27/08	Mon 1/26/09					◆					
332	3.5.1 Go-Live Support Parks & Recreation	20 days	Mon 10/27/08	Mon 11/24/08					▮					
333	3.5.2 County Obligation: Production Implementation (PK)	0 days	Mon 11/24/08	Mon 11/24/08					◆	11/24				
334	3.5.3 CGI-AMS Deliverables: Department Go-Live Support (PK)	0 days	Mon 11/24/08	Mon 11/24/08					◆	11/24				
335	3.5.4 Go-Live Support Community & Senior Services	19 days	Tue 11/25/08	Mon 12/22/08					▮					
336	3.5.5 County Obligation: Production Implementation (CS)	0 days	Mon 12/22/08	Mon 12/22/08					◆	12/22				
337	3.5.6 CGI-AMS Deliverables: Department Go-Live Support (CS)	0 days	Mon 12/22/08	Mon 12/22/08					◆	12/22				
338	3.5.7 Go-Live Support Sheriff's Department	24 days	Tue 12/23/08	Mon 1/26/09					▮					
339	3.5.8 County Obligation: Production Implementation (SH)	0 days	Mon 1/26/09	Mon 1/26/09					◆	1/26				
340	3.5.9 CGI-AMS Deliverables: Department Go-Live Support (SH)	0 days	Mon 1/26/09	Mon 1/26/09					◆	1/26				
341	4 Additional Department Roll-Out Support	318 days	Fri 5/2/08	Thu 7/30/09					◆					
342	4.1 CGI-AMS Deliverables: Additional Department Go-Live Support	318 days	Fri 5/2/08	Thu 7/30/09					▮					

Exhibit E-9 – Maintenance Provisions

Please refer to Exhibit E of eCAPS Project Contract 74797.

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Exhibit F-9 – Confidentiality

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 9.**

Please refer to Exhibit F of eCAPS Project Contract 74797.

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Exhibit G-9 – EEO Certification

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 9.**

Please refer to Exhibit G of eCAPS Project Contract 74797.

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Exhibit H-9 – License Provisions

Please refer to Exhibit H of eCAPS Project Contract 74797.

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Exhibit I-9 – County Mandated Provisions

**No changes required to this Exhibit for eCAPS Phase III –
Subproject 9.**

Please refer to Exhibit I of eCAPS Project Contract 74797.

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