Solicitation Addendum

Solicitation Number:	13-DOA797718318
Solicitation Description:	Human Capital Management (HCM) Solution and Implementation Services
Solicitation Opening Date and Time:	03/07/2024 2:00pm Eastern Standard Time
Addendum Number:	2
Addendum Date:	02/19/2024
Contract Specialist or Purchasing Agent:	*Meredith Swartz, Purchasing Officer* *Meredith.swartz@doa.nc.gov, 984-236-0083*

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1. This addendum does not need to be returned.

2. SECTION 2 includes questions asked during the Pre-Proposal Conference on February 8, 2024.

3. SECTION 3 includes the questions received in writing about the solicitation and the State's answers to the questions.

4. SECTION 4, entitled "Additional Information," clarifies a reference in the RFP and provides a detailed answer to one of the questions.

5. APPENDIX A is an Architecture Diagram that provides an answer to one of the questions.

SECTION 2 – Questions asked during Pre-Proposal Conference

Question #	Document Section	Page #	Question	Response
1	3.3.3 and 3.3.4	12	In sections 3.3.3 and 3.3.4 there are questions. Where do you want the responses to those questions in the response?	Please answer the questions as part of the text of the vendor's proposal or as part of an attachment. No particular format is required. The response should be labeled in a way that allows the State to identify which response is associated with which section of the RFP. For example, the State would prefer for the responses to the questions in RFP Sections 3.3.3 and 3.3.4 to be labeled as "Answer to question 3.3.3 - Virtualization" and "Answer to question 3.3.4 - Identity and Access Management (IAM)". Please follow this format for any questions that require an answer for which a template was not provided in the RFP.
2	3.4.1.12	13	In section 3.4.1.12, cloud-native SaaS solution in a government cloud is mentioned. Can the state elaborate or confirm if a government cloud is required?	A government cloud is a requirement for the HCM Solution. Per Section 3.4.1.12, the "HCM Solution shall be a cloud-native SaaS solution in a government cloud that is fully supported by the vendor and removes the State's administrative burden of software fixes/upgrades, hardware refresh cycles, backups, disaster recovery, and comprehensive technical staffing requirements."
3	3.4.1.12	13	How important is GovCloud to this bid?	Refer to Section #2, Question 2.
4	3.4.1.12	13	You said earlier that GovCloud is mandatory.	Refer to Section #2, Question 2.
5	3.4.1.12	13	Do we need to provide a gov cloud security as this will have a cost?	Yes, a government cloud is a requirement for the HCM Solution. See Section 3.4.1.12. Thus, government cloud security is required.
6	2.1.1 and 3.4.1.4	6, 13	The NC OSHR REQUEST FOR PROPOSAL NO. 13-DOA797718318, page 5, Section 2.1.1 indicates SSPs can partner with no more than one ISP per proposal. SSPs can submit only one proposal. (This is detailed in Requirement 3.4.1.4.) Would OSHR consider removing this restriction to allow for both the right software solution and the best implementation partner to provide the highest value to the state?	The State will not consider a change to this requirement.

Question #	Document Section	Page #	Question	Response
7	3.4.1.3	13	We are interpreting the proposal to say that only one SI can provide per SW. Are you expecting the SW provider to propose the implementation services with their chosen SI or are you seeking multiple SI offerings?	The State expects the Software Solution Provider (SSP) to propose the implementation services with their designated Implementation Services Provider (ISP). Per RFP Section 3.4.1.3, "ISPs that are interested in providing services under this RFP must not bid on their own for this RFP, but instead must partner with and submit a joint proposal with an SSP."
8	3.4.1.3	13	The SI can submit/prime the response, yes, with the software? Or are you looking for the Software to directly contract with North Carolina?	The State expects the Software Solution Provider (SSP) to propose the implementation services with their designated Implementation Services Provider (ISP). Per RFP Section 3.4.1.3, "ISPs that are interested in providing services under this RFP must not bid on their own for this RFP, but instead must partner with and submit a joint proposal with an SSP." Note, however, that Authorized Software Resellers for an SSP may provide a proposal, and for such a proposal, there may also be one ISP. If an Authorized Software Reseller submits a proposal that is authorized by the SSP and ISP named in that proposal, the SSP and ISP named in that proposal cannot make independent proposals or be part of any other response.
9			You mentioned the intent is to receive 1 bid resulting in two contracts (1 contract for the implementation and 1 contract for the software itself). To confirm, is the intent to contract directly with the SW manufacturer or is State also open to contracting with an authorized reseller of the SW?	Authorized Software Resellers for an SSP can make a proposal for software and services as outlined in RFP Section 2.1.1, and for such a proposal, there may also be one ISP. If an Authorized Software Reseller submits a proposal that is authorized by the SSP and ISP named in that proposal, the SSP and ISP named in that proposal cannot make independent proposals or be part of any other response.
10			We have the same question. Can SIs or resellers bid both the software and the services?	Refer to Section #2, Question 9.
11			How many employees need to use/access Time/Attendance features?	The 81,000 employees who are paid through the HR-Payroll system will utilize the time and attendance features. There are some employees within Health and Human Services whose time is captured via time clocks and interfaced to HR-Payroll for time evaluation and processing, instead of being captured by time entry via Employee Self-Services. This may continue even with the Phase II implementation.
12			Are the 81,xxx employees including all part-time, seasonal, contract employees who need to access the HR System?	The 81,000 includes full-time, part-time, and temporary employees (including seasonal).

Question #	Document Section	Page #	Question	Response
13			Can we have a list of the approved 3rd party applications the State will not count towards additional solutions?	The State utilizes Boomi as our standard for application integration. The State also used Adobe Sign and DocuSign for electronic forms and signatures, and the Microsoft 365 suite. Other than these enterprise software tools, there are no other applications the State utilizes which would not count toward the limit of two additional specialty solutions as referenced in the HCM RFP Section 3.4.1.11.
14			Can other vendors see our bid details?	Under procurement laws and regulations, all proposals remain confidential until after award. The Vendor is responsible for marking any information in its proposal that should continue to be confidential under North Carolina law. See especially N.C.G.S. 132-1.2(1), which makes certain information confidential if, and only if, it meets certain conditions stated in that law.
15			The 116,xxx employees who need access to Learning: Do these extra employees beyond the 81,xxx # need to access any other functionality/features besides a Learning Management System?	Of the 116,xxx Learning Management System (LMS) users (now 119,512 due to a recent increase in extended enterprise users), 81,xxx need access to the other HCM solution modules. There are 54,679 users who are LMS-only users and will not need access to the other modules.
16			Do Vendor needs to be HUB Certified in State of North Carolina or HUB Certified organization from other states can also bid ?	Any Vendors may bid on this project. NC has a 10% goal of working with NC Certified HUB Vendors on all State procurements. There is no HUB set aside or requirements within NC State Procurement.
17			Can the State provide a snapshot of your hiring stats for the last 24 months for permanent and supplemental staffing?	(see table below)

Question 17 table:

Personnel Action Hiring Profile	CY 2022	CY2023	24 Mo. Total
New Hires	7,898	9,109	17,007
Reinstatements (Including Temp to Perm approx. 250-300 p/yr.)	5,724	6,021	11,745
Agency to Agency Transfers, (Including Temp to Perm approx. 250-300 p/yr.)	1,968	1,834	3,802
Inter-agency transfers	3,262	3,093	6,355
Total	**19,150**	**20,352**	**39,502**

Question #	Document Section	Page #	Question	Response
18			Can you add interagency cross boarding metrics for the past 24 mos. with the other hiring metrics you are providing?	Refer to Schedule 2, Question 17.

Question #	Document Section	Page #	Question	Response
19			The RFP states that the proposed solution should have been implemented within the last three years. Since the State is asking for a SaaS Solution can we use a reference that has been implemented for a longer period of time as all of our customers, regardless of when they implemented, are on the same latest version.	As stated in both RFP Attachment L and RFP Attachment M, "The Vendor should have implemented the respective proposed service within the last three (3) years." Vendors will not be disqualified if a reference is for a service that was implemented more than three years ago, but the State strongly prefers for references to be for services that were implemented within the last three years.
20			If a vendor already has a contract in place for a SaaS service can the vendor use the existing terms of the contract or must each vendor agree or take exception to terms in the RFP?	The Vendor must accept the terms of the HCM RFP for this proposal.
21			Will a list of attendees be shared?	The State will not publish a list of those attendees who participated in the NC HCM RFP Pre-Proposal call held on Thursday, 2/8. The only list available of the attendees is what is represented in the TEAMS Chat for the meeting.
22			Will there be a published list or contact opportunities?	Refer to Section #2, Question 21.
23	2.1.3	7	Will the selection of the solution be based on only Phase 1 or the overall Enterprise capability?	The State's selection of a Software Solution Provider (SSP) is based on the full scope of functional capabilities as stated in Section 2.1.3 of the RFP.
24			Is there any expectation the state will change phase 1 based on the limitations/capabilities of the SW. meaning if I require core HCM to Implement recruiting - would the state change phase 1 to include both core HR and recruitment?	The State expects to proceed with Phase I - Recruitment/Applicant Tracking and Onboarding/Offboarding. The implementation of core HR will occur in a supplemental phase. The State will not change Phase I to include core HR.
25	3.2	11	Is 3.2 meant to be Security "Requirements" instead of Specifications?	Section 3.2 of the RFP refers to Security Specifications, not requirements.

Question #	Document Section	Page #	Question	Response
26			Due to the complexity of this RFP will the state consider and extension?	The State will not consider an extension to the due proposal due date. Proposal submission is required by March 7, 2024, at 2:00 pm Eastern Standard Time.
27			Based on the addendum you are not looking for a benefits solution provider?	Addendum 1 specifies that the State is not seeking third party administrative (TPA) services for benefits administration as part of this RFP. It is the State's intent to integrate the new HCM solution, as the system of record for benefits administration demographics and employee status, with an existing benefits administration TPA provider for eligibility and enrollment. Additionally, the specifications do not include third-party administrative service offerings typically provided by a TPA such as enrollment services, payment processing, participant support, customer service, etc.
28	2.1.2 and 2.1.3	7	Is the State looking for a provider for only phase 1 or both phase 1 & 2?	See RFP Section 2.1.2, 2.1.3, and 2.2. As stated in RFP Section 2.1.2, the State seeks an agreement that "(a) Establishes the terms to license and implement these Phase I components of the HCM Solution; and (b) Provides the State with an option in the State's sole discretion to license and implement any of the remaining HCM components as noted in the following Functional Scope (RFP Section 2.1.3). The option shall be in place for and the price set in the Agreement shall be held for sixty (60) months from the effective date of the contract awarded pursuant to this RFP."
29	7.14		Is the state looking for 2 contracts? One for the SW and on for the SI?	The State expects to issue two (2) contracts, one for the Software Solutions Provider (SSP) and one for the Implementation Services Provider (ISP). Per RFP Section 7.14 Special Terms and Conditions, 7.14.1, If any third-party software is proposed to satisfy the State's requirements or specifications, the formation of the Agreement with the Vendor(s) shall be contingent upon the negotiation and execution of a separate agreement between the State and the third-party vendor of that software.
30			If the state has a standard provider such as Dell Boomi would that be counted as one SI?	Refer to Section #2, Question 13.
31			With over 800 specifications on the RFP, and there is a yes/no column for if the functionally is in included as part of the standard configuration in the product. Then there is a column that requested a description. The question is how much description is required?	Even if the Vendor response to the specifications is "standard configuration", the State prefers for the Vendor to include a description as to how the product provides the specified capability. This is an opportunity for the Vendor to differentiate their product's capability.
32	6.3.3	28	Is there a different way to submit the response as the software we are using is their competitor? Also asked about an NDA?	As stated in RFP Section 6.3.3, "Offers must be submitted via the Ariba Sourcing Module...." The State will not sign an NDA to make the response confidential; instead, Vendor should refer to section 2,question 14 and RFP Section 7.10, entitled "Confidentiality of Offers."

Question #	Document Section	Page #	Question	Response
33			Would like to evaluate the HUB and how it works through this RFP.	Any Vendors may bid on this project. NC has a 10% goal of working with NC Certified HUB Vendors on all State procurements. There is no HUB set aside or requirements within NC State Procurement.
34			Is this a 15-year contract term based on 1- 5-year contract and 2 additional 5-year options.	This is not a 15-year contract term. As stated in RFP Section 2.2, "The contract with the SSP awarded pursuant to this RFP shall have an effective date as provided in the Notice of Award. The term shall be five (5) years and will expire upon the anniversary date of the effective date unless otherwise stated in the Notice of Award, or unless terminated earlier. The State retains the option to extend the Agreement for three (3) additional five (5) year periods at its sole discretion."
35			Can we submit our company financials instead of using the form in the RFP as the form seems to be for smaller companies?	As confirmed with NC Department of Information Technology (DIT), company financials is not an alternative. The Vendor must provide the Financial Review Form (Attachments N and O) and provide its financial statements as outlined in section 7.2 of the HCM RFP.

SECTION 3 – Questions submitted in writing.

Question #	Document Section	Page #	Vendor Question	State's Response
1	From 2.1.1 SSP and ISP	Page 6	(a) The State is seeking proposals that include both 1) the HCM Solution and 2) the associated services to deliver the scope of applications and implementation services as defined in the RFP. Proposals that present and bid only software or only services will be disqualified upon receipt and will not be considered for contract award. (This is Requirement 3.4.1.1.) (b) SSPs must propose either (a) to have the implementation services be provided via a single third-party ISP or (b) to have the implementation services be provided directly by the SSP (in which case the SSP and ISP would be the same). (This is Requirement 3.4.1.2.) (c) ISPs that are interested in providing services under this RFP must not bid on their own for this RFP, but instead must partner with and submit joint proposals with an SSP. (This is Requirement 3.4.1.3.) (d) SSPs can partner with no more than one ISP per proposal. SSPs can submit only one proposal. (This is Requirement 3.4.1.4.) *There is confusion as to whether this indicates that there can be only one single bid submitted containing a given Software Solution Provider, who I'll call SSP-A. This would seem counter to the intent of having a competitive proposal process.* *Can you confirm that this is the correct interpretation of the language?* • *SSP-A submits a response as the lead bidder with ISP-X. SSP-A also submits a response as the lead bidder with SSP-A's implementation services. This scenario is not allowed.* • *ISP-X submits a response as the lead bidder with SSP-A. ISP-Y submits a response as the lead bidder also with SSP-A. This scenario is allowed.*	Responding to each of the scenarios in your question: (Question 1) "SSP-A submits a response as the lead bidder with ISP-X. SSP-A also submits a response as the lead bidder with SSP-A's implementation services. This scenario is not allowed." (Answer 1) This is correct; this scenario is not allowed. As stated in RFP Section 3.4.1.4, "SSPs can submit only one proposal." (Question 2) "ISP-X submits a response as the lead bidder with SSP-A. ISP-Y submits a response as the lead bidder also with SSP-A. This scenario is allowed." (Answer 2) The assumption in the question is incorrect; this scenario is also not allowed. The concept of "lead bidder" in your question is not a phrase used in the RFP. Instead, under RFP Section 3.4.1.8, "The proposal must be executed/signed prior to submittal by the SSP and (unless the SSP is also serving as the ISP) also must be executed/signed prior to submittal by the ISP." In your scenario, SSP-A is signing two bids: one with ISP-X and one with ISP-Y. This is not allowed because as stated in RFP Section 3.4.1.4, "SSPs can submit only one proposal."
2	7.14.3.1 Project Organization	Page 33	Section says Vendor should name at least nine staff as Key Personnel , but 7.14.3.2 A- says it needs to be at least seven. Please clarify which is correct.	The State prefers for Vendors to name at least nine Key Personnel as listed in RFP Section 7.14.3.1. However, given the overlap between RFP Section 7.14.3.1 and the subsequent section regarding ISPs, RFP Section 7.14.3.2, ISPs may provide a list of seven Key Personnel pursuant to RFP Section 7.14.3.2. The staff should be accurately reflected in the Personnel Summary Table.
3			Does OSHR have a preferred Go-live date in mind for Phase 1 to align with business activities?	The State desires to go live with Phase I - Recruitment/Applicant Tracking by mid-May 2025. The State recognizes it may take longer to implement Onboarding/Offboarding.

Question #	Document Section	Page #	Vendor Question	State's Response
4	5.2 Evaluation Criteria	Page 21	The following Evaluation Criteria are listed in Order of Importance. 1) How well the Vendor's offer conforms with the specifications 2) How each Vendor's offer compares with other Vendors' offers 3) Illustration(s) and/or explanations of adherence to Section 3.3 Enterprise Specifications 4) Adherence to Section 3.2 Security Specifications 5) Total Cost of Ownership 6) Vendor Schedule/Timeline for completing work 7) Strength of references relevant or material to technology area(s) or Specifications, 8) Vendors' Past Performance - The Vendor may be disqualified from any evaluation or award if the Vendor or any key personnel proposed, has previously failed to perform satisfactorily during the performance of any contract with the State, or violated rules or statutes applicable to public bidding in the State. 9) Risks associated with Vendor's offer, including stability of company business and financials (based on the response required by RFP Section 7.2) and any other risks. 10) The Transmittal Letter/Executive Summary required by RFP Section 7.15.2. We appreciate the criteria are in order of importance. Is there a weighted value given to each of the criteria listed?	No, there is not a weighted value given to each of the criteria listed.
5	NA	NA	Do you presently use Middleware and if so, what is your preferred software?	The State utilizes Boomi for application integration.
6	2.1.3 Functional Scope	Page 7	Does your existing ATS/RMS system integrate to job boards, background checking, job board aggregators, assessment vendors or other 3rd parties? If it does, which ones?	The State does utilize Candidate Text Messaging via Twilio. The State's current ATS solution does not have any other integrations.
7	2.1.3 Functional Scope	Page 7	Do you anticipate contingent workers being include in the scope of Phase 1?	Yes.
8	2.1.3 Functional Scope	Page 7	Do you anticipate leveraging mobile application capabilities for employees and managers?	For specifications on this topic, see Attachment G, Items GN- 15-15.1 and GN-15-15.2. As stated in RFP Attachment G, Item RHO- 1.3.4, the State also asks potential Vendors, "Describe how the proposed solution provides the ability to access and apply for jobs on a mobile device."
9	Section 7-10	Page 32	Will the State sign a Non-Disclosure Agreement with vendors that are bidding on the project pursuant to North Carolina's Freedom of Information laws?	Refer to Section 2, Question 32.
10	Section 1.0	Page 5	Will the State grant a one-week extension of the due date from March 7, 2024, to March 14, 2024?	Refer to Section 2, Question 26.

Question #	Document Section	Page #	Vendor Question	State's Response
11	Section 2.1.2	Page 6	The State is requiring the option for any of the HCM components outside of phase 1 to be held for 60 months. Will the State consider a shorter timeframe for this price hold?	The State will not consider a shorter timeframe for a price hold.
12	Section 2.1.3	Page 7	Can the State list the functional components/functional that are highly desired and likely to be purchased versus those that are not likely to be in either phase 1 or 2?	The functional scope is listed in 2.1.3. Phase I includes Recruitment/Applicant Tracking and Onboarding/Offboarding.
13	Section 2.1.4	Page 7	Can the State verify the number of full-time employees, part time employees, seasonal employees (not listed under part time)?	There are currently 932 temporary part-time and 4,475 temporary full-time employees (including seasonal).
14	Section 2.1.4	Page 7	Can the State verify the number of users that are not State employees that will need access to benefit information	There are no non-State employee users who would need access to benefit information, assuming "access to benefit information" means access to benefits capabilities within the HCM solution.
15	Section 3.4.1	Page 12	Will the State execute contracts separately with the SSP and the ISP?	Yes, unless the Software Solution Provider (SSP) is also serving as the Implementation Services Provider (ISP).
16	Section 4.1.1	Page 17	If a vendor will be requiring the use of a third party that is currently under contract with the State, such as Dell Boomi, can the State provide the cost that Boomi charges for each integration?	The State expects vendors to estimate the cost of developing Boomi integration processes and/or APIs, excluding Boomi connector costs. The cost that Boomi charges for each integration is internal to the State and should not impact vendor estimates. The State will work with the selected vendor to ensure optimal use and reuse of Boomi connectors.
17	Section 7.4	Page 30	Although each RFP stands on its own, will the State provide copies of the SAAS Agreements that is in place for the State's Oracle Fusion Financial System and the State's SAP Payroll system?	Vendors can direct open records requests to the Office of the State Controller (OSC) or the State Procurement Office.
18	Section 15.a	Page 52	The State is requesting a phased implementation. Hence all of the software functionality that is requested will not be needed in the initial year or two. Will the State accept a contract for Subscription fees that increase more than 5% over the initial one-year term which will better match the implementation schedule?	No.
19	Attachment L	Page 70	We understand that the State wants to conduct its due diligence with references that are utilizing the vendor's proposed solution. We also understand that the State does not "on-premise" software where a reference may be using a similar module but a different software version that what they would provide to the State. However, will the State accept a reference that has been implemented for greater than 3 years but is not only operating the same version of the subscription that is being proposed to the State but is also the most recent version, and which new versions are released twice annually?	Refer to Section 2, Question 19.

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20	Attachment N	Page 73	Is the State asking a vendor to input the numbers in this form or since we are publicly traded company, will the State accept publicly released financial statements, such as Annual Reports and/or Quarterly Reports?	Refer to Section 2, Question 35.
21	Section 7.4	Page 30	Although each RFP stands on its own, will the State provide copies of the SAAS Agreements that is in place for the State's Oracle Fusion Financial System and the State's SAP Payroll system?	Refer to Section 3, Question 17.
22	Attachment G	CL-5.1.4	Can the State provide job families and branches?	Job Families and Branches can be found at: https://oshr.nc.gov/state-employee-resources/classification-compensation/classification#Tab-JobFamilies-677 or by visiting OSHR's website (OSHR.nc.gov) and navigating to State Employee Resources/Classification and Compensation/Classification/Job Families tab.
23	Attachment G	CL-5.1.10.2	Can the State explain what they mean by a baseline salary calculator?	A baseline salary calculation is the first step for determining a salary within the range. It is a formula based on a person's related experience and education above the minimum requirements for the job. It is calculated by adding five percent of the salary range's minimum for each qualifying year of directly related experience, training, and education above the minimum recruitment standards set out in the job classification specification. This calculator is used for determining the baseline salary for new hires, employee promotions, in-range salary increases, reclassifications, reinstatements, and lateral transfers.
24	Attachment G	CL-5.1.10.4	Can the State provide sample documentation or are you just referencing what is in the policy manual?	We are referencing the policy for the salary setting process, which can be found here: https://oshr.nc.gov/documents/pay-administration-policy/open
25	Attachment G	BN-6.3.7	Does the State offer full flex Cafeteria Plans?	Yes.
26	Attachment G	BN-6.5.3	How does the SAP System offer to other systems payroll interface services for Employing Units utilizing the NC Flex Benefits.	The SAP System does not offer other systems payroll interface services for Employing Units utilizing the NC Flex Benefits. These Employing Units interface to the current Benefits Administration platform outside of SAP.
27	Attachment G	TM-7.1.28	How does the State currently, and planned, capture time against a Federal Grant?	The State captures time against Federal Grants through a variety of methods, such as agency-specific time capture systems and inbound interface to HR-Payroll, configured charge objects selected at time entry via ESS, paper timesheets, etc.
28	Attachment G	TM-7.1.28	Will Paper Timesheets still be required to capture time against a Federal Grant?	Paper Timesheets may still be required for capturing time against a Federal Grant. This will be determined by the capabilities of the selected software solution and the specific business processes of the agency receiving a Federal Grant.

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29	Attachment G	HR.3.1.25	Can the State describe the IBIS system? Is it an On-Premise software solution? What are its integration capabilities?	The IBIS system is a home-grown system with a Java front-end and Oracle DB backend. It is hosted in the cloud. The State intends to utilize Boomi for integrations. The IBIS system is capable of batch integration using flat files.
30	Attachment G	HR 3.2.5	You referenced foreign addresses; can you explain what workforce you may have overseas?	The State may not have a workforce overseas; however, it may have a need to capture a foreign address to mail a W-2, for example, in the case where an employee retires and moves overseas. Therefore, we must be able to capture a foreign address.
31	Attachment G	HR 3.4.1	What system are you using for Grievances today?	SAP and SmartSheets.
32	Attachment G	CL 5.1.10.1	We get a 404 Error when trying to access your link to the policy manual. Can you share that documentation?	Refer to Section 3, Question 24.
33	Attachment G	TM 7.3.3	Does the state have Time Clocks today? If so, what vendor?	Yes, the State uses time clocks with UKG (Kronos) software in some of the Health and Human Services institutions.
34	Section 7-10	Page 32	Will the State sign a Non-Disclosure Agreement with vendors that are bidding on the project pursuant to North Carolina's Freedom of Information laws?	Refer to Section 2, Question 32.
35	Page 7: Section 2.1.3	Page 7	Does the State require vendors to provide implementation cost details for all solutions listed in Section 2.1.3 of the RFP or just the Recruiting & Onboarding solutions?	The State expects software license costs to be provided for all functional scope areas provided in 2.1.3. The State expects implementation services costs for Phase I - Recruitment/Applicant Tracking and Onboarding/Offboarding. See RFP Section 4 for more details.
36	Page 7: Section 2.1.3	Page 7	What is the expected award date?	The award date is targeted for August 2024.
37	Page 7: Section 2.1.4	Page 7	Is there a similar count breakdown of scope for temporary workers, including those temporary workers who would also need access to the LMS?	There are 4,475 temporary full-time employees and 932 temporary part-time employees who would need access to the HCM solution.
38	Page 7: Section 2.1.4	Page 7	Is there an estimated annual spend of the current temporary workers in scope?	The annual spend is approximately $100M.
39	Page 7: Section 2.1.4	Page 7	Can you provide the types of temporary labor in scope (Lt Industrial, Professional Services, IT, Engineering, etc.)	There are temporary employees in nearly all of the State's Job Families.
40	Section 3.2.2.b (i), page 11	Page 11	In order to deliver the 3rd Party Assessment report in accordance with this section, vendors would need to execute an NDA and send the report to a specific person/email address at the State. Can you please provide the appropriate contact and email we should send this to?	Please contact Arnez Taylor, DIT Information Security Officer, at Arnez.Taylor@nc.gov . Mr. Taylor can provide further information about how DIT handles security of information provided to it under this process and whether an NDA would be required.

Question #	Document Section	Page #	Vendor Question	State's Response
41	RFP Sections 3.1 – 3.4, pages 10-15; Section 7.0 pages 30 - 33	Page 30-33	There are requirements in Sections 3.0 and 7.0 that are not clear where the State would like vendors to include our response. These sections include: 3.1.3 Site and System Preparation, 3.1.5 Enterprise Licensing, 3.2.2.b 3rd party assessment report, 3.3.3 Virtualization, 3.3.4 Identity and Access Management, 3.4.1.9 Transmittal Letter, 3.4.1.1 – 3.4.1.18 Requirements for SSP and ISP; 7.5 Resellers, 7.6 Disclosure of Litigation, 7.7 Criminal Conviction, 7.8 Security and Background Checks, 7.9 Assurances, 7.10 Confidentiality, 7.11 Project Management, 7.12 Meetings, 7.14.1 and .2 Special Terms and Implementation Services. Please clarify where these responses should be included.	Refer to Section 2, Question 1.
42	RFP page 28 Section 6.3.2.y		The instructions state to include: All pages of this solicitation document (including all Attachments). Does this mean the State wants vendors to include the original solicitation and attachments or is this referring to our response and attachments which are included as part of items a – x? Please clarify.	Pursuant to RFP Section 3.4.1.8, "The proposal must be executed/signed prior to submittal by the SSP and (unless the SSP is also serving as the ISP) also must be executed/signed prior to submittal by the ISP." To satisfy RFP Section 3.4.1.8, Vendors are to execute the signature block that is on the first page of the published RFP. The State prefers for the Vendor to also submit, after the first page with the signature block, all remaining pages of the posted RFP in its entirety, including attachments. The Vendor should also attach its response to the RFP. This response does not need to be separately signed.
43	Section 7.4 VENDOR'S LICENSE OR SUPPORT AGREEMENTS (p. 30)		Can you please provide a list of all required integrations, and distinguish which ones are required for which components of the functional scope in section 2.1.3 *FUNCTIONAL COMPONENTS / FUNCTIONAL SCOPE,* in particular which ones are required for Phase 1.	For Phase I, an integration between the current SAP HR system and the Applicant Tracking solution will be necessary to provide the organizational structure, positions and corresponding job information. (See specification # GN- 15.12.10 under the General_Technical tab of Attachment G Business and Technical Specifications Form.) Integrations with other systems for onboarding/offboarding may be desired to streamline those processes. (See Onboarding specifications under the "Recruit_App Track_Onboard" and Employee Offboarding specifications under "Separate and Offboard" of Attachment G Business and Technical Specifications Form.) Integrations for Phase II will be determined after the Phase I implementation.
44	Section 4.1.2.3 SCHEDULE 3 – IMPLEMENTATION SERVICES COSTS SCHEDULE (p. 18-19)		How many End Users will need to be trained?	As it relates to Phase I - The State currently has 843 users who have access to post requisitions, receive and screen candidate applications, and authorize a hire. Additionally, there are 11,698 hiring managers who have access to the system.

Question #	Document Section	Page #	Vendor Question	State's Response
45	Section 4.1.2.3 SCHEDULE 3 – IMPLEMENTATION SERVICES COSTS SCHEDULE (p. 18-19)	Page 18-19	How many Project Team users will need to be trained?	Approximately 10-15 for Phase I.
46	Section 4.1.2.4 SCHEDULE 4 – OTHER COSTS SCHEDULE (p. 19)	Page 19	Is the vendor expected to develop End User Training material? Is so, what type of training materials should be created? I.e. simulations, process documentation (Word/PPT/PDF), e-Leaning courses (SCORM Packages), train-the-trainer, context sensitive help.	Yes. The State currently envisions the following arrangement, but other arrangements may be proposed by the ISP. The Implementation Services Provider (ISP) would provide a senior Training Lead who can plan, direct and execute end-user training for the State. The ISP would lead and provide resources for 80% of the development of end-user training based on the Training Strategy and Plan and would be responsible for train-the-trainer sessions with State training resources. The State would be responsible for 20% of the training development efforts and will administer enrollment. The ISP would lead all instructor-led classes. The ISP would also develop materials appropriate for each training delivery channel to support training that has been customized to address specific HCM software solution configuration and designs made as part of the implementation project. Where possible, these materials should be sustainable beyond go-live for self-paced learning needs. Materials will vary by delivery channel, but would include instructor guides, learner guides, quick reference guides, job aids, videos, and user exercise and engagement materials as appropriate.
47	Section 2.1 OSHR RFP page 6	Page 6	The State is seeking business process transformation encompassed in the functions associated with the HCM Solution. Are there specific areas of transformation the State sees as essential for the successful deployment of the Phase 1 Scope?	The State is replacing an existing automated applicant tracking system. However, the State does not have an onboarding/offboarding solution in place today for most agencies. The existing processes associated to onboarding and offboarding are manual and may not be the same across the agencies. The State desires process improvements that are efficient, accurate, consistent and timely.
48	Attachment G: Business and Technical Specifications Form: IS-16.2.9		Can the State provide examples of the 20 reports and 5 dashboards required in this section?	The 20 reports and 5 dashboards will be determined based on any reporting gaps discovered in the detailed design sessions and will depend on the inventory of standard-delivered reports and dashboards that are included with the proposed software solution.

Question #	Document Section	Page #	Vendor Question	State's Response
49	Section 2.1.4	Page 10	Could OSHR elaborate on data migration? Will open requisitions and candidates need to be converted and migrated to the new system?	It is the State's intent to not convert applicant data into the new Applicant Tracking solution, but to start fresh with newly entered applicant data. It is the State's intent to also not convert requisitions into the new Recruitment/Applicant Tracking solution, but to start fresh with newly entered requisitions. However, the details of what should be converted at go-live is to be determined during the detailed design sessions.
50	Sections 7.14.3.1 and 7.14.3.2	Page 33	The number of key personnel required as per Sections 7.14.3.1 and 7.14.3.2 differs, it is 9 and 7 respectively. Could OSHR please confirm the exact number of key personnel the vendor should name.	Refer to Section 3, Question 2.
51	Attachment G, RHO 1.1.3		Could OSHR please define 'pending classification reviews' for requisition workflow approvals?	Pending classification reviews refers to the analysis of a position to determine if the changes in duties and responsibilities warrant a different job classification. Most analysis occurs at the agency level, but certain position requests may be sent to Office of State Human Resources (OSHR) for review (based on delegation of authority). This process could be occurring while an agency is seeking to recruit for the vacant position.
52	Attachment G, RHO 1.8.1 and 1.8.2		Could OSHR please clarify where health coverage opt-out registration and online life insurance enrollment happens? Is this completed on the benefits provider site or SAP?	This is currently completed outside of the SAP system on the benefits provider's site.
53			Is it the intent of the OSHR to also have the option to make multiple awards as provided for in Section 2.3 Contract Type: i.e., One award for the Implementation Services and a separate contract award for the Functional Components/Scope?	The state expects to have separate contracts with the SSP and ISP. See RFP Section 2.2 for a description of the expected term of each contract.
54			Is a consultant assisting with the RFP/Evaluation?	Yes. The State has engaged a few consultants through CAI, under the DIT supplemental staffing program. The consultants are responsible for assisting the State with the RFP and with supporting the Evaluation process,
55			Will the State accept a Commercial Cloud response, or will it be rejected as not meeting the requirements?	Yes. The State has engaged a consultant through CAI, under the DIT supplemental staffing program. The consultant is responsible for assisting the State with the RFP and with supporting the Evaluation process; however, the consultant is not a voting member of the Evaluation Committee.
56			Will the State allow vendors to leverage existing agreements?	The State envisions a new contract based on the terms of the RFP.
57	3.2.2 SOLUTIONS NOT HOSTED ON STATE INFRASTRUCTURE		Does "FedRamp" on page 11 mean the state expects the HCM solution to meet FedRamp High Authorization to Operate?	No.

Question #	Document Section	Page #	Vendor Question	State's Response
58	3.4.1.12		Does "government cloud" on page 14 of the RFP mean public cloud or GovCloud?	Government Cloud on page 14 means GovCloud.
59			1) How many HR Records?	Hundreds of thousands of HR records have been captured over 16+ years. HR Master Data to be converted in Phase 2 is yet to be determined, but would include the active population, at a minimum, which is currently ~81,000 employees and over 119,500 Learning Management users.
			2) How many Tax IDs?	There is only one Tax ID.
			3) Is the HR Department centralized?	No.
			4) How many business groups have unique HR, TA, or PR integrations or additional languages?	One agency has a unique Human Resources (HR) integration via SAP Application Link Enabling (ALE), while other agencies may receive a standard integration or set of integrations for agency-specific needs. Time and Attendance (TA) integrations follow standard integrations for inbound and outbound time data, currently. One agency utilizes Kronos for some of their divisions/work locations and integrates approved time capture data into the HR-Payroll solution. Payroll (PR) is not in scope for this initiative. There are no additional languages, currently.
			5) How many Physical Work Locations?	The number of physical work locations is vast, with 100 counties in the State and multiple locations for agencies/departments, such as Transportation, Health and Human Services, Public Safety and Adult Correction, to name a few.
			6) Centralized PR Department?	Yes, the payroll is processed centrally with agency personnel accessing payroll reports during payroll corrections periods and making adjustments in the HR-Payroll system to resolve errors.
			7) What is the number of payroll states?	We currently pay 33 states, including NC. Additional states are added when needed.
			8) Compensation – do you have System Merit Awarding?	There is currently no system-based merit awarding in place. However, the NC General Assembly or the State Human Resources Commission, may, at its discretion, include merit-based awards in legislation or new policies in the future.
			9) Compensation - Bonus Objective Awarding (How many Numbers of Plans)?	There is no bonus objective awarding in place. Agencies may award Sign-On or Retention bonuses to recruit or retain employees in hard-to-fill occupations. The NC General Assembly may also award across the board bonuses for employees who meet certain eligibility criteria (could be tied to performance ratings, could be based on date of hire etc.).

Question #	Document Section	Page #	Vendor Question	State's Response
59 (cont.)			10) How many years of employee records are included in the current conversion?	See answer to # 1 for Question 59.
			11) How many Years of Job, Position & salary history, and Current to Convert?	See answer to # 1 for Question 59.
			12) How many Years of Payroll History are Current to Convert?	Payroll records will not be converted as part of the implementation.
			13) How many Applicants to Convert?	Refer to Section 3, Question 49.
			14) How many job requisitions are needed to convert?	Refer to Section 3, Question 49.
			15) Requesting Data Cleanse?	The State is not requesting that the vendor provide data cleansing; however, the State is interested in hearing how an implementation services provider will support data cleansing activities by the State. See Specification # IS-16.2.7 in Attachment G Business and Technical Specifications Form, Implementation Services tab.
			16) Requesting Job & Position Structure Assistance?	The State is requesting assistance with implementing the Phase I solution, which may require assistance with job and position structure configuration.
60			Timeline for Implementation: What is the desired timeline for the project's different phases, including pilot testing, full implementation, and go-live?	Refer to Section 3, Question 3 for Phase I timeline. The State does not have a desired timeline for future phases.
61			Vendor Collaboration and Partnership: Are there any restrictions or preferences for how SSPs and ISPs collaborate? How does the State view the partnership between an SSP and an ISP in terms of project management and accountability?	In basic terms, the State views the SSP as the provider of the licensed software product or software as a service subscription (SaaS). The SSP maintains and evolves the software product at regular intervals over time for the duration of the service. The ISP executes an implementation methodology that results in the State receiving a solution that meets or exceeds the State's needs. How the ISP collaborates with the SSP to achieve the primary objective is left to the parties to determine.
62			Security Standards Compliance: Can you specify which version of the NIST 800-53 controls will apply to the annual security/risk assessments? Are there any state-specific security policies that go beyond NIST standards?	Reference the North Carolina Statewide Information Security Policies here: https://it.nc.gov/programs/cybersecurity-risk-management/esrmo-initiatives/statewide-information-security-policies The State is using the NIST 800-53 Revision 5 controls found here: https://csrc.nist.gov/projects/cprt/catalog#/cprt/framework/version/SP_800_53_5_1_1/home
63	HCM Combined RFP Proposed Cost Schedules as of 2024_0115(1)		For the SaaS costs, it seems as if these are required products based on all phases North Carolina is interested in learning about (and not just Phase 1 products involved). Is this correct?	Correct. The State is looking for licensing costs for all products.

Question #	Document Section	Page #	Vendor Question	State's Response
64	HCM Combined RFP Proposed Cost Schedules as of 2024_0115(1)		For optional costs, would North Carolina like to see/know all products after Phase 1 as "optional" costs? Or some SaaS products as optional (extra bells and whistles)? Or remain viewing all SaaS products under the SaaS products pricing tab within the functional areas described?	All SaaS products that support Functional Components/Functional Scope as noted in Section 2.1.3 should be included in Attachment F, Cost Schedules. See Section 4.1.2 for further details. As stated in RFP Section 4.1.2.2, "If separate pricing is available for individual components or areas of Functional Scope listed in RFP Section 2.1.3, the State requests that the Vendor list each cost separately." As stated in RFP Section 4.1.2.7, "the State may be willing to consider alternative or innovative products, services or approaches from the SSP or ISP that would result in improved outcomes, better functionality, lower cost and/or lower risk to the State. These might include different tools or project approaches, different timelines, or any other aspect where the Vendors could offer value to the State."
65	HCM Combined RFP Proposed Cost Schedules as of 2024_0115(1)		In Column Z of the Pricing Schedule under the SaaS costs tab, North Carolina has labeled it "Total Initial Contract Period." Is this column total defined as the full 20 years? Or the first base term (5 years)? Or is the first initial term based on just Phase 1 products? Please define the Initial Contract Period.	Total Initial Contract Period should reflect the total costs for the 20-year period.
66	HCM Combined RFP Proposed Cost Schedules as of 2024_0115(1)		For the cost proposal for SaaS costs, does North Carolina want to see a Software Service Provider (SSP) and Implementation Services Provider (ISP) lay out a cost schedule of the other products not in Phase 1 for North Carolina? Or does North Carolina have a desired schedule in mind of when they would phase other functional areas? Or does North Carolina want to see all functional areas priced for all 20 years?	The SSP should provide license costs for all of the Functional Components/Functional Scope as noted in Section 2.1.3 for all 20 years. The Implementation Services Provider (ISP) is only providing cost information for Phase I. The State does not have defined timeline for the additional phase(s).
67	HCM Combined RFP Proposed Cost Schedules as of 2024_0115(1)		On the North Carolina Cost Schedule Spreadsheet (the first tab called Signatures), if our team has a reseller for the software, is North Carolina expecting signature from the Software Vendor directly or is it okay for the Authorized Software Reseller for the Software Vendor to sign the cost proposal, since it is the Authorized Software Reseller's pricing information in the SaaS tab and Optional Costs tab?	See Addendum 2, Section 4, entitled "Additional Information," for appropriate instructions.
68	Final OSHR HCM RFP_01302024_419pm (1), 2.1.4 ORGANIZATIONAL SCOPE		Are the 81,000 employees including all types of employees - contract, seasonal, part-time, and full-time employees of North Carolina (executive branch)?	The ~81,000 employees include full-time, part-time, and temporary employees (including seasonal). Contractors are not paid through HR-Payroll and do not need access, other than in a very small number of cases (less than 100) where they are users who support the system or need to access reports.

Question #	Document Section	Page #	Vendor Question	State's Response
69	Final OSHR HCM RFP_013020 24_419pm (1), 2.1.4 ORGANIZATI ONAL SCOPE		116,000 employees would just be the number of employees for the Learning management system? Or do they also eventually need access to Payroll or any basic HR system functions (like self-service, time entry, etc.)?	Refer to Section 2, Question 15.
70	Final OSHR HCM RFP_013020 24_419pm (1), 2.1.4 ORGANIZATI ONAL SCOPE		57,000 employees would need access to appraisals and other performance management/talent retention tools?	There are currently 49,297 performance management users. Like other numbers in these responses to questions and answers, this number may change as agencies modify their processes and procedures.
71	General Question		Can we provide additional attachments for further reading and knowledge for North Carolina?	Yes. As stated in RFP Section 6.3.2, "Vendor may attach other supporting materials that it feels may improve the quality of its response. These materials should be included as items in a separate appendix."
72	Attachment G, Human Resource Management tab, Sub-Category: Pay Administratio n		Given the State has indicated the new HR system will interface with the existing SAP Payroll system, can the State verify that all requirements in the Pay Administration sub-category should be answered in terms of the ability to pass or receive the requisite data with SAP Payroll to accomplish the requirement?	Many of the data elements collected in the Human Resource Management category, as well as Time and Labor, Leave Administration, Benefits Administration, Employee Self Service, etc. may be required for payroll processing and would be sent/received to/from the SAP Payroll module.
73			What is the number of employees OSHR offboards / onboards annually? This ties back to the clarification question asked on the Prebid Call last week as it relates to Addendum 1.	The State estimates that approximately 20,000 employees are onboarded/offboarded annually, based on a 24-month report of New Hires, Reinstatements and Transfers (both within an agency and between agencies).
74	6.3.2 OFFER ORGANIZATI ON	Page 27	1. a. What is required for the "Schedule of Offered Solution" section? Can you provide more clarity on what this should look like or the expectation?	The Schedule of Offered Solution refers to the proposed timeline. In this case, it is the proposed timeline for the implementation of Phase I - Recruitment/Applicant Tracking and Onboarding/Offboarding.
75	4.1.2.3	Page 19	Under the Implementation Services Category, OSHR requires presentation of each workgroup separately, including Change Management and Training Lead. Can OSHR elaborate on the role of the state in Change Management and Training?	Regarding Training, refer to Section 3, Question #46. OSHR will work with the ISP to identify the appropriate State resources for Change Management and Training.
76	7.14.3.1	Page 33	In this section, it is noted that "The State anticipates that certain members of the State's project team supporting OCM, Communications and Training will not be required until the system design and development activities phase are nearing completion." Is this due to availability of the State's OCM resources, or is there openness to include OCM earlier in the project implementation schedule?	There is openness to begin OCM earlier.

Question #	Document Section	Page #	Vendor Question	State's Response
77	7.14.3.1 and 7.14.3.2,	Page 33	The project team section indicates the requirement of 9 key personnel. The Personnel Summary Table indicates "at least 7" in section a. and "9 key personnel" in section b. Please confirm if 7 or 9 named key resources are required.	Refer to Section 3, Question 2.
78	General Question		Can OSHR provide metrics around the following: # of agencies utilizing the proposed HCM/Applicant Tracking System, annual hiring volumes, annual job posting volumes, # of anticipated users for Recruiting/Onboarding module only. (assuming 116,000 HCM end users at completion of full HCM implementation in the future)?	There are currently 31 agencies utilizing the State's existing Applicant Tracking solution. There were 13,920 new hires/rehires in 2022, and 15,425 new hires/rehires in 2023. There were 16,662 job postings in 2023. For the # of anticipated users for Onboarding, refer to Section 3, Question 44. The 116,000 users refer to individuals using Learning Management. There are approximately 81,000+ HCM users today.
79	General Question		Assuming a goal of starting July 1, 2024, are there any "blackout" dates during the year that OSHR would prefer not to go live?	There are no "blackout" dates during the year that OSHR would need to consider when determining a go-live date.
80	General Question		Can OSHR provide architecture diagram of existing HCM ecosystem? (SAP payroll, Core HR, NeoGov, Cornerstone, background checks, civil service exams, etc.)	See Appendix A.
81	General Question		Can OSHR provide any cycle metrics for current recruiting process? i.e., time-to-hire, time-to-productivity, interview:hire ratio, source effectiveness, etc.?	In 2023, Average Workdays to fill was approximately 143 days. This statistic on time to fill may not be an accurate representation of the real time to fill at agencies because agencies have not utilized all the capabilities of the existing system.
82	General Question – Clarification from OSHR		The state EVP electronic procurement website, in the section entitled "Addenda" at the bottom of the webpage, lists four addenda as of February 15, 2024, but only one addendum is available in the "Attachments" section of the webpage. Are the entries for additional addenda listed in the "Addenda" section accurate?	There is a glitch in the EVP system that creates false records of addenda. The false records in the "Addenda" section cannot be accessed or deleted and should be ignored. Any addendum to the RFP will be posted under the "Attachments" heading on the EVP website.

Section 4 - Additional Information

1.   The reference in the RFP to a "Software Service Provider" means the "Software Solution Provider (SSP)".

2.   If and only if there is an Authorized Software Reseller, the Vendors must follow the following procedures.

        (a)   The Vendor should duplicate the "Software Service Provider" box that is found on the first page of the published RFP. BOTH the Authorized Software Reseller and the company whose comprehensive ERP HCM software solution it is reselling (for purposes of the RFP, the "Licensor") **must** sign the "Software Solution Provider" box.

        (b)   In the situation of an Authorized Software Reseller, the SSP's duties, responsibilities, and rights are split or duplicated between the Authorized Software Reseller and the company whose comprehensive ERP HCM software solution it is reselling (for purposes of the RFP, the "Licensor"). The State asks that the Authorized Software Reseller and the Licensor make clear, for each response that the RFP asks the SSP to complete, whether the response applies to the Authorized Software Reseller, the Licensor, or both.

        (c)   The State prefers that BOTH the Authorized Software Reseller and the Licensor complete responses to each of the following:

                •   RFP Attachment D and RFP Section 6.3.2(d) (Description of SSP Offeror);
                •   RFP Section 3.4.1.10 and RFP Attachment L (References);
                •   RFP Section 7.1 (Utilization of Workers Outside of U.S.);
                •   RFP Section 7.2 (Financial Statements);
                •   RFP Section 7.6 (Disclosure of Litigation); and
                •   RFP Section 7.7 (Criminal Conviction).

Appendix A: Architecture Diagram

Figure 1: Application Integration Architecture