

REQUEST FOR PROPOSALS

Internal Staff Augmentation for Workday Implementation

Vermont State Colleges System

ISSUED BY

Vermont State Colleges Office of the Chancellor

APPLICATION DEADLINE

April 04, 2025, 5:00 pm, Montpelier, VT local time

APPLICATION INSTRUCTIONS

Email PDF versions of all documents to wilson.garland@vsc.edu by the deadline, using the following naming convention:

- **Organization and Personnel Qualifications:** Applicant_Name_RFP_Qualifications.pdf
- **References:** Applicant_Name_RFP_References.pdf
- **Fee Proposal:** Applicant_Name_RFP_Fees.pdf

QUESTIONS REGARDING THE RFP

Questions regarding this RFP may be directed to wilson.garland@vsc.edu. Please submit questions on or before Friday March 28, 2025 at 5:00 pm, Montpelier, VT local time. All questions will be posted on the VSC website, www.vsc.edu, and made available to all bidders.

INTRODUCTION – VERMONT STATE COLLEGES SYSTEM

The [Vermont State Colleges System](#) (VSC) is comprised of two member institutions – the [Community College of Vermont](#) (CCV) and [Vermont State University](#) (VTSU). The system educates over ten thousand Vermonters and non-Vermonters each year, employs over three thousand Vermonters, and in Spring 2024, graduated over eighteen hundred Vermonters and out-of-state students into the workforce with certificates and degrees.

The VSC is currently undergoing a significant transformation, with the guidance of the Governor, Legislature, and the Board of Trustees. The first phase of this transformation involved the merger of three legacy universities to become Vermont State University. With that completed, the transformation efforts have shifted to the current priorities of upgrading and improving the systems and processes needed to support students, faculty, staff, and the institutions long into a sustainable future.

INTRODUCTION – WORKDAY IMPLEMENTATION

The Vermont State Colleges System is embarking on a project to implement the Workday Finance, Payroll, Human Resources, and Student modules. This initiative aims to enhance operational efficiency, improve data integration, and cater to the evolving needs of students, faculty, staff and the system. By streamlining processes, establishing a unified system of record, and upgrading to current technology, the project seeks to offer improved user experiences for both students and employees.

The primary goals of the project are to provide a cohesive and accessible platform that integrates human resources, finance, payroll, and student data. This integration will lead to increased automation, reducing the reliance on manual tasks, boosting the efficiency of administrative operations, and providing more capacity to serve students. Additionally, the project aims to simplify the software portfolio and ensure seamless integration with other systems used by the VSC.

The scope of the project includes the implementation and configuration of the Workday modules to meet the business needs of VSC. It also involves developing integrations between Workday and other enterprise software systems, eliminating redundant systems, and migrating data from existing records. The project will include comprehensive testing to verify that the configured business processes align with VSC's requirements and training for employees and students on how to use Workday effectively.

The VSC is looking for a partner who can provide additional program management, technical, and functional staff and resources to support this implementation.

GENERAL DISCLAIMER

This RFP does not commit the Vermont State Colleges System to award a contract. The VSC reserves the right to award all, some, or none of the work described herein to one or more responding vendors.

This RFP and the process it describes are proprietary to the VSC and are for the sole and exclusive benefit of the corporation. No other party, including any Applicant, is granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the VSC and may be subject to public disclosure as described in the Confidentiality section, below.

SERVICES REQUESTED

The VSC is looking for a partner who can provide additional program management, technical, and functional staff and resources to support the Workday implementation. The VSC is looking to increase program management and leadership capacity and expertise to ensure the effective and on-time implementation of the new Workday system. Where possible, we are seeking staff who have both Workday and functional or specialized experience. The successful partner(s) will offer individuals to serve in some or all of the following roles. In addition, each proposal shall include the terms for any additional functional or technical expertise that may be needed to support the project on an ad hoc basis.

KEY IMPLEMENTATION ROLES

The following are the duties and responsibilities for the key consultancies we are seeking to fill.

(Remainder of this page intentionally blank)

Program Director, Workday Implementation

Basic Function

The Workday program manager provides executive-level leadership, oversight, and coordination of the overall Workday implementation process and related activities, including leadership and facilitation of the Workday Steering Committee, oversight of the Workday Core Team and the necessary functional sub teams. The program director provides project-related direction and supervision via a solid or dotted-line reporting relationship to the project managers, business and process analysts, systems leads, and other functional stakeholders engaged in the implementation effort.

Characteristic Duties and Responsibilities

- Lead program planning, project preparation, and stakeholder collaboration needed to ensure effective program delivery.
- Lead the overall Workday implementation efforts in alignment to the project plans and statement of work provided by the vendor.
- Provides leadership and facilitation of the Steering Committee and the overall governance process.
- Provide direction to the project managers, business and process analysts, systems leads, change leaders, and other functional stakeholders engaged in the implementation effort.
- Create and deliver regular program updates to the sponsors, presidents, senior leadership, and the Board of Trustees that describe plans, progress, barriers, and risks.
- Ensure that system configurations and other deliverables meet the technical and functional objectives and needs of both institutions and shared service units.
- Provide daily management and adjustments of project resources, budgets, and scope that could significantly impact budget or timeline.

Term and Time Commitment

- This role is expected to last approximately four years. This initial contract would be for one year, subject to renewal.

Hours and Location of Work

This may be performed from any of the Vermont State Colleges System centers or campuses or remotely at the discretion of the VSC. Occasional travel within Vermont or other locations will be required.

Human Capital Management (HCM) Compensation and Benefits Implementation Consultant

Basic Function

The HCM Compensation and Benefits Implementation Consultant will provide a combination of functional expertise, an understanding of industry best practices, as well as experience implementing these within a Workday environment. This role will be a member of the core project team and will be a hands-on contributor to the HCM functional team which will analyze, plan, and configure the Workday system during implementation.

Characteristic Duties and Responsibilities

- Support and advise the HCM Module Lead in all aspects of the planning, configuration, and implementation of the Workday HCM module.
- Support testing, end-user training and process documentation associated with workday and related processes.
- Manage the transition and configuration of employee and retiree benefits programs in Workday, including health insurance, retirement plans, and wellness programs.
- Work directly with external vendors including benefit plan partners to accurately configure systems and integrations to ensure a smooth transition.
- Ensure that compensation and benefits policies as implemented in the new system comply with federal, state, and local regulations, as well as the negotiated terms specific to relevant bargaining unit agreements.
- Support the development and implementation of performance management, classification and compensation structures, and a business process workflows in the Workday platform.
- Assist with the development and configuration of reporting to support compensation and benefits, as well as other HCM functions.

Term and Time Commitment

- This role is expected to last approximately two years. This initial contract would be for one year, subject to renewal.

Hours and Location of Work

This work may be performed on any of the Vermont State Colleges System centers or campuses or remotely at the discretion of the VSC. Occasional travel within Vermont or other locations will be required.

Business and Process Analyst

Basic Function

The business and process analyst will work closely with functional and cross-functional teams as a member of the project management office. They will be responsible for understanding internal and external customer needs, documenting processes, identifying opportunities for process improvement, assisting with project management. As part of this role, they will work as a liaison between technical and functional staff, assist with the creation of business and technical requirements, work with experts and power users to draft documentation and job aids, and support the development and delivery of training.

Characteristic Duties and Responsibilities

- Analyze the needs of students and internal process owners and work with the technology teams and operational leaders to determine appropriate applications of systems and technologies.
- Lead functional experts and cross-functional teams in documenting current and future state processes, policies, and procedures.
- Analyze business processes and information systems and technologies to identify opportunities for improvement that will lead to better efficiency, effectiveness, and security.
- Assist project leaders with the identification, documentation, and mitigation of project risks.
- Use software, tools, reporting, and analytics to assess performance and efficiency, and to benchmark process improvements.
- Assist team leaders with the implementation of project management tools and processes.
- Translate business requirements to technical requirements when working with programmers and application vendors.
- Assist with testing strategy, development of test plans, coordination of testing cycles, and managing issue documentation.
- Work with power users and programmers to create and update documentation and training.
- Assist with the execution of training strategy and coordination of the use of the vendor training portal.
- Other related duties as assigned.

Term and Time Commitment

- This role is expected to last approximately four years. This initial contract would be for one year, subject to renewal.
- The selected individual should anticipate working approximately 48 weeks a year at 40-60 hours a week.

Hours and Location of Work

This position can be based on any of the Vermont State Colleges System campuses or remotely at the discretion of the VSC. Occasional travel within Vermont or other locations will be required.

Additional Ad Hoc Functional and Implementation Support Needs

As the implementation project progresses, we expect that we will have additional staff augmentation support needs (part-time or full-time) in areas such as the following:

- System integration and data management
- Identity management within a Workday context
- Payroll tax implementation and compliance
- Budget planning and analysis in Workday
- Data and report development in Workday
- Data migration and ETL processes

In your response, please indicate in which of these areas you may be able to provide resources and under what general terms these resources could be provided. As with the other roles, we will be looking for individuals who can provide both functional expertise as well as experience specific to Workday or some similar ERP implementation.

EVALUATION CRITERIA

Proposals submitted for this RFP will be evaluated based on key criteria: resource quality, bidder's ability to perform the work, proposal price, and organizational track record with references. The VSC is willing to accept partial responses if vendors have some but not all of the resources requested. As noted above, the VSC reserves the right to award all, some, or none of the work described herein to one or more responding vendors at its sole discretion.

As part of the evaluation process, selected vendors will be invited to present their proposals to the VSC team. This will provide an opportunity for the VSC team to ask any questions. The VSC reserves the right to interview each of the resources being proposed before selection.

MONITORING & POLICY COMPLIANCE; LEGAL

By submission of a proposal in response to this RFP, the Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the VSC, and will comply with all VSC policies and requirements.

Any contract awarded will be governed by the laws of the State of Vermont and adjudicated in the exclusive jurisdiction of the court of the State of Vermont.

INDEPENDENT CONTRACTOR STATUS

The resources contracted through this solicitation shall be independent contractors and, therefore, responsible for payment of all payroll taxes. The contractors will not be covered under any VSCS insurance programs including, but not limited to, medical and dental insurance, legal and professional liability, worker compensation, and life insurance.

As contractors for the VSCS, the staff augmentation vendor will be required to maintain insurance. Specific policies and minimum limit(s) will be commensurate with the scope of work performance and will be determined with the contractor once selected. Proof of such insurance may be required.

CONFIDENTIALITY

The Vermont State Colleges System complies with the Vermont Public Records Act, 1 VSA § 315 *et seq.* which requires public agencies to allow any person to inspect or copy any public record upon request. Accordingly, bidders are hereby advised that any communications, data or other information received by the Vermont State Colleges System during the RFP process could be subject to a public records request. However, certain public records are exempt from public inspection and copying, as set forth in 1 VSA § 317(c), including, for example, those portions of a record which meet the statutory definition of a trade secret. Accordingly, bidders should submit a second copy of their proposal, from which any portion of the proposal that the bidder reasonably believes to be exempt from disclosure under the Public Records Act has been redacted. **By submitting a proposal, you indicate that you understand your sole responsibility to provide a redacted version of any confidential materials and the potential applicability of Vermont's Public Records Act to your proposal.**

(Remainder of this page intentionally blank)

SUBMISSION REQUIREMENTS

All submissions are due no later than 5:00 pm EST on Friday, April 4, 2025. In four (4) separate documents, to be named as outlined on Application Instructions page, please provide the following:

1. **Organizational Capabilities:** Provide a statement of qualifications and capability to perform the services sought by this RFP, including:
 - a. Description of relevant experience with projects that are similar in nature, size, and scope to that which is the subject of this RFP.
 - b. **This section should be limited to 3 pages.**
2. **Personnel Qualifications:**
 - a. Qualifications, experience and education for individual personnel proposed for this engagement including education level, skillset (described in detail), experience level, and job title along with a resume. Relevance with similar projects should be cited.
 - b. Short description of the types of resources and capabilities available in each of the Ad Hoc Functional and Implementation categories where you have resources available.
 - c. The number of days following the VSC's authorization to proceed by which the Applicant will be ready to begin work, including mobilization of resources.
3. **References:** Provide references from three to five clients or employers performing work of similar complexity. In each reference include the following:
 - a. Project name and description including primary project scope, description of complexity, communication, and project management methodologies employed.
 - b. Duration and size of project. In this section include the beginning and end dates of the project, numbers of partners/clients/constituencies served by the project, estimated project cost, total project hours
 - c. Name of company
 - d. Project sponsor name, telephone number, and email address.
4. **Fee Proposal:** Provide a fee proposal for the initial term together with proposal(s) for each subsequent term. For the individual roles detailed, please provide a comprehensive or monthly or annual fee amount. For the Ad Hoc resources, an hourly bid price is acceptable.
5. **Redacted Copy:** Provide a second copy of the proposal, redacting any portion of the proposal that is reasonably believed to be exempt from disclosure under the Vermont Public Records Act.

(Remainder of this page intentionally blank)