

APPENDIX A

HCM SYSTEM REQUIREMENTS

INTRODUCTION

Executive Summary

City of Waxahachie currently has approximately 300 employees. There is currently no applicant tracking, performance management, or learning management system in place. The City desires to modernize all employee-related business processes with paperless workflow, email integration of business process alerts, and interfaces that are modern and easy to learn.

- Electronic business processes which fully integrate HR, recruiting, training, performance management, compensation, and talent management
- Compensation Management
- On-demand, detailed employee total compensation statements
- Comprehensive audit information
- Ease of table structure management and reporting for all fields
- Ease of Security controls
- Manager delegation of approval processes
- Performance Management
- Learning Management, including certification management
- Talent Management with Competency evaluations and Career Development
- Mobile access
- Call Center and Case Management
- Flexible, easy to manage role-based security

Constraints

Funding availability; this project may span three fiscal years and is dependent on additional 2nd and 3rd year funding to complete the entire scope.

Exclusions

No payroll/accounting functionality is included in this RFCP. The City's payroll system of record is Tyler Technology Incode. All proposals must include information regarding interfacing with this system.

Non-Functional Requirements

The following list represents the non-functional business requirements for the Human Capital Management System.

1.0 Usability

- 1.1 Ease of user desktop customization described in the functional requirements
- 1.2 Single Sign on and complete integration
- 1.3 Compatibility with all browsers, tablets and major mobile phones
- 1.4 Employee Self Service must be easy to understand
- 1.5 Search tools must be powerful and capable of filtering to the type of information desired
- 1.6 System must be capable of ingesting and displaying the wide variety of document formats described in the functional requirements

2.0 Reliability

- 2.1 See requirements described in the functional requirements and SLA

3.0 Performance

- 3.1 Response times described in the functional requirements and SLA

4.0 Supportability

- 4.1 Ease of upgrade described in the functional requirements
- 4.2 Ease of reporting, extracting data to data tables for integration, as described in the functional requirements
- 4.3 Ease of clarity of administration
- 4.4 Compatibility with all browsers, tablets and major mobile phones
- 4.5 Compatibility with Windows 7 and succeeding OS

5.0 Security

- 5.1 System must have centralized role based security that applies to all modules, as described in the functional requirements
- 5.2 Integration with Active Directory
- 5.3 Encryption of all data both at rest and in transit, as detailed in the functional requirements
- 5.4 System must provide native electronic signature capability as described in the functional requirements

6.0 Serviceability

- 6.1 Ease of upgrade described in the functional requirements

Guiding Principles

Principle	Statements
Standards-based	<ul style="list-style-type: none"> • Embrace industry and community standards • Prefer open standards, architectures, and systems over closed, proprietary ones. • Standardize to reduce needless diversity.
Simple	<ul style="list-style-type: none"> • Make things as simple as possible but no simpler. • Follow well-defined patterns and blueprints. • Minimize duplication and reduce complexity. • Make things easy to understand. • Make things easy to use.
Scalable	<ul style="list-style-type: none"> • Support increases in workload using proportional, cost-effective increases in resources. • Free up resources and reduce costs proportional to decreasing workloads. • Plan for contingencies where workloads are temporary, spiky, or extreme.
Service-Oriented	<ul style="list-style-type: none"> • Deliver business functionality as modular, reusable, loosely-coupled services and messages. • Design services and messages to have well-defined interfaces and data models. • Design modular components; create building blocks not monoliths. • Enable reuse of data and functionality. • Make services and messages discoverable. • Define boundaries to enable separation of concerns.

Strategic	<ul style="list-style-type: none"> • Enable a single federated enterprise-wide architecture. • Align decisions and architecture with the strategic mission, vision and values of the City. • Align decisions and architecture with the UW-IT Strategic Plan. • Take a strategic "big picture" viewpoint when making decisions. • Avoid strategic compromises during tactical projects. • Support long-term business-driven capabilities.
Reliable	<ul style="list-style-type: none"> • Avoid single points of failure; a system is only as reliable as its weakest link. • Define and design for target availability levels. • Design for fault tolerance and graceful failure.
Data Driven	<ul style="list-style-type: none"> • Govern data according to City policies and the Data Management Committee guidelines. • Manage authoritative data as a single source of truth for others. • Make data available and discoverable. • Enrich data with well-defined metadata.
Sustainable	<ul style="list-style-type: none"> • Make things maintainable, manageable and measurable. • Enable measurement of system performance. • Design for monitoring, logging, run-time tuning and diagnostics. • Make decisions based on the full lifecycle of things. • Design for extensibility. • Make things testable. • Document knowledge needed by others; an undocumented system is not maintainable.
Secure	<ul style="list-style-type: none"> • Protect information according to City policies using cost-effective access controls. • Make decisions based on the classification and value of assets. • Secure the boundaries between architectural components. • Consider malicious threats and accidental misuse. • Ensure confidentiality, integrity and availability of information. • Control access using authentication and authorization. • Manage City risk.

FUNCTIONAL REQUIREMENTS MATRIX

PRIORITY

H - High: Required - little flexibility
M - Medium: Required - flexible about approach
L - Low: Nice to have - workarounds may be acceptable
N/A – not applicable

Response Codes

RESPONSE CODE:
 (For both the vendor and any participating, integrated partner)

- YES** OUT-OF THE-BOX + Normal configuration
- Spec Config** Special Configuration or effort is required
- Custom** Customization, but it will not interfere with upgrades
- Exceptional** Customization that may interfere with upgrades
- Integration** Other vendors can provide this and this vendor can integrate with them, but it is not within this proposal
- Not Avail** Vendor is not aware of a viable path to accomplish this
- (P)** Add "(P)" to the response code when feature is provided by a partner. Pricing must be included in the bid

Functional Requirements

Must Have Components

These components/modules will be considered in totality depending upon match to requirements and price.

1	Integration and Data Transfers		Response Code	Description if Applicable
1.1	System must have the capability to load simple ASCII files, CSV files, Excel files, SQL, XML, or web-services.	H		
1.2	System must be able to load employee demographics and other information	H		
1.3	System must interface with City's INCODE accounting system.	H		

2	Reporting and Analytics			
2.1	Please provide a list of the System's canned reports related to all aspects of absence tracking	M		
2.2	System must restrict access to reporting data as necessary to ensure privacy	H		
2.3	System must allow reports to be scheduled to run at a specific time	H		
2.4	System must allow scheduled reports to automatically be broken by department or group and distributed via email	H		
2.5	Reports must be displayable on the screen (in HTML format), PDF format, and exportable to Excel or .CSV files	H		
2.6	System must allow us to modify existing reports or add custom reports	H		
2.7	System must have the ability to report employee leave liabilities, by individual, groups, and by department	H		
2.8	System must provide tools that allows sophisticated analysis on all recorded data in the system (examples: performance, talent and career development, case management regarding grievances and appeals, training and certification, including training due)	H		
2.9	System must allow trend analysis of any of these data	H		
2.10	Analytics tool must provide appropriate security throughout so users accessing or creating analytic views or reports only have access their data	H		

2.11	Analytical reports must be able to be saved and made available to other users within the system as well as exportable in multiple formats (e.g. Excel and .CSV)	H		
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3	Documentation, Online Help and Training			
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3.1	System must have full online help which describes how all system features operate	H		
3.2	System must provide error messages as needed that instruct the user how to solve the error	H		
3.3	Online help must be searchable	H		
3.4	City must be able to edit or add to online help to meet our specific requirements			
3.5	System must have full documentation which covers all capabilities of the system, including installation and technical procedures to maintain the system	H		
3.6	Documentation (8.5) must be searchable	H		
3.7	Documentation must be editable (add annotations specific to City configuration) to meet our specific requirements			
3.8	Vendor must provide 24x7 support in American English, via U.S citizens	H		
3.9	Vendor must provide a service level agreement for support in their bid, including time to respond and time to resolve issues (See SLA at end of functional requirements)	H		
3.10	Describe any exceptions to the support being provided by a partner, rather than the vendor	H		
3.11	Vendor must have online forums for us to interact with other clients	H		
3.12	Vendor must have regularly scheduled user conferences for us to meet other clients, hear about upcoming product capabilities, and interact with other value added service providers	H		
3.13	Vendor must have a live, interactive forum in which we can participate and provide feedback on new product capabilities	M		

4 Recruitment - General				
4.1	System must comply with Section 508 of the Rehabilitation Act of 1973, as amended, so that the job application process is accessible by people with disabilities	H		
4.2	System must maintain the privacy of City employee data and non-employee applicant data, and allow the City to purge a candidate's information if the candidate requests	H		
4.3	System must provide EEO compliance information, including applicant pool, pre-hire and post-hire data	H		
4.4	System must enable emails conveniently for every communication described in these requirements. The emails may be preformatted with candidate-specific information automatically merged. Alerts, such as due dates and overdue tasks can be configured to be sent automatically	H		
4.5	System must remove barriers to the application and hiring process and reflect well on the City's efficiency and productivity, thereby creating a competitive recruiting advantage	H		
4.6	System must provide configuration tools that permit most configurations such as templates and workflow to be set by Human Resources, Civil Service without requiring IT (CIS) support.	H		
4.7	System must permit all forms in the system to be completely configurable, including unlimited custom fields and City branding	H		

4.8	System must provide standard reports of basic recruitment and onboarding processes. In addition, the system must provide ad hoc reporting that allows reporting of every data field. The reports must include the ability to determine the status of all requisitions from request through fulfillment, and the time taken to complete each step	H		
4.9	System must be able to record an expected or scheduled timeline for each requisition and compare the actual performance with the expected or planned timeline	M		
4.10	System must be able to deliver off boarding forms and checklists to the departing employee and their manager. The relevant system features described below for onboarding will also apply to the off boarding form processes.	H		
4.11	System must provide simple, direct navigation that connects the requisition, job description, all applications, all testing and interview resources, all assessments, offer documentation, and manager and onboarding information in one seamless interface	H		

5	Recruitment & Application			
5.1	System must provide all authorized managers simple to use tools to Request to Hire and send for departmental approval via workflow; the manager must be able to designate the higher departmental approver. System and forms must be configurable to require the necessary information from the manager.	H		
5.2	System must permit managers the ability to save their list of approvers for actions in the system	M		
5.3	System must permit hiring managers to easily create a requisition, and to duplicate and edit the copy	H		
5.4	System must permit the hiring manager to track the status of each workflow processes through each step of departmental approval and processing by Civil Service or Human Resources, including knowing who is currently responsible for the next action and how long each step in the process has taken	H		
5.5	System must facilitate easy email contact between hiring analysts and the hiring manager	H		

5.6	System must include links directly to the related part of the hiring process (posting, register, etc.) in email communications sent by the system about the process	H		
5.7	System must permit a job to be offered internally, to City candidates only	H		
5.8	System must permit a posting to be created and scheduled to be published automatically at a future time, and to be scheduled to end the posting	H		
5.9	System must post jobs to all selected portals via one action	M		
5.10	System must provide workflow with ease of design and the power to flexibly name the approver of an action, such as a hiring action.	H		
5.11	System must have the ability to provide to the applicant the job classification and description, any sub-classification, location, department and division, manager information and other position-specific information	H		
5.12	System must permit special, job-specific questions to be asked of candidates	H		
5.13	System must have no limit on the number of external portals and social media networks that integrate with the job posting and application process	H		
5.14	System must provide mobile access to applicants, hiring managers and Human Resources or Civil Service hiring analysts to apply, check status, and conduct the review and approval processes of the entire recruitment through onboarding process	M		
5.15	System must be able to allow potential applicants to sign up for events such as job fairs without having to apply for a specific job with their full application	M		

5.16	Please describe the system's ability to detect and prevent duplicate applicant accounts	H		
5.17	Please describe the system's ability to provide applicants the ability to cure problems with forgotten ID's and password by self-service	H		
5.18	System must provide all workflow, email alerts, and letter templates, in addition to web access to make the entire posting, application, register creation, selection, invitation to testing, hiring and onboarding a paperless process	H		
5.19	System must be able to prevent the submission of an application when required information is not provided or does not pass validation (e.g. birthdate not in allowed range)	H		
5.20	System must be able to present to the potential applicant a pre-qualifying checklist of minimum standards. System must not accept the application if minimum standards are not met, and must inform the applicant accurately why they cannot apply	H		
5.21	System must permit the City to configure the search results for reports of candidate information in a very flexible, easy to use report tool.	H		

6	Applicant Experience			
6.1	System must provide a portal for job applicants to see job postings and job descriptions	H		
6.2	System must permit the applicant to apply for any publically posted job	H		
6.3	System must permit each applicant to build a single profile of basic identity and SKA information	H		
6.4	System must permit each applicant to upload a resume, letters, references and example work that can be associated with a specific job, and therefore, may differ from job to job they apply for	H		

6.5	System must be able to extract data from resume to pre-populate the basic profile with name, address, degrees, etc.	H		
6.6	System must permit applicants to save drafts and delay applying to a later date when all documents are complete	H		
6.7	System must permit the applicant to request that alerts be sent when there is action of the applicant's application or a related job posting	H		
6.8	System must permit the applicant to withdraw the application, and also replace the earlier application with a new one	H		
6.9	System must be able to send automated text messages (alerts, status changes, reminders) to applicants; optionally at the applicants' request	H		
6.10	System must provide to the candidate job searching of the full text of job postings with a powerful, Google-like search engine with relevance-ranked results	H		
6.11	System must permit the applicant to upload a generic resume and/or letter as a general resume or letter to be used for all jobs that the applicant does not provide a custom resume or letter	H		
6.12	System must permit the applicant to make a correction and reapply quickly and easily, replacing the prior application for each specific job	H		
6.13	System must display the status of all current applications on one screen, including those that have expired and those that are begun but not submitted; the indicator that the application is or is not submitted must be clear, large and unambiguous	H		

6.14	System must permit the applicant to import information from other sources, such as a profile from social media	L		
6.15	System must permit the applicant to unsubscribe from job notices and announcements, and must permit the City to unsubscribe an applicant	H		
6.16	System must provide the ability to offer finalist candidates the ability to sign up for interview slots online	H		

7	Candidate Review			
7.1	System must allow power users to search for near-matches and more-like-this in resume information across candidates	M		
7.2	System must automatically alert the reviewer of duplicate applications	H		
7.3	System must permit the reviewer the ability to create and attach their review notes to the applicant's information, but the applicant cannot see the notes	H		
7.4	System must have a library of templates for letters to be sent to candidates	M		
7.5	System must permit reviewer to select a large group of applicants and apply one group action, such as to hire or exclude	M		
7.6	System must support electronic signatures for letters	H		
7.7	System must permit power users to save search criteria and search results	M		
7.8	System must be able to use general candidate questions and job-specific questions as disqualifier questions to filter the candidates to be reviewed	H		

7.9	Please describe any additional ability to provide auto-scoring or integration with third-party assessment software	H		
7.10	Please describe any additional tools and processes the system has for managing the assessment process	H		
7.11	System must be able to review dates on applications such as birth dates for reasonableness and disqualification	H		
7.12	System must integrate with E-Verify	H		
7.13	System must provide tools and reports to easily determine the status of each applicant for all of the jobs they apply for	H		
7.14	System must provide tools and reports to easily determine the status of every hiring action process, with ability to drill to the posting, with job description and job-specific questions, see all candidates who applied, all who passed basic disqualification filtering, all who were listed as qualified, and each additional step on the hiring process, including the interview panel, dates, all resumes, letters, recommendations and applications, and all hiring approval steps through onboarding	H		
7.15	System must permit the hiring analyst the ability to establish scoring criteria and document the scoring in the system	H		
7.16	System must permit hiring analysts to set weighting of factors for scoring	H		
7.17	System must be able to select a large group of qualified candidates and send a hiring letter or other email to them as a single, automated step	H		
7.18	System must be able to name (select) and send invitations to members of interviewing teams and subject matter experts for assessment centers	H		

7.19	System must provide easy to use, automated status notification to candidates within the system and by email and text (if desired by the applicant), using custom templates	H		
7.20	System must be able to store all communication between the reviewer, the hiring manager and candidates, and the system must be able to report the communications	H		
7.21	System must be able to provide easy comparisons of candidates	H		
7.22	System security must be easily configurable to allow reviewers access restricted to selected job groups, categories or departments	H		
7.23	System must provide the reviewer with tools to print (including to pdf) a batch of selected applications, related resumes and other supporting documents easily and quickly	H		

8	Onboarding and Orientation			
8.1	System must be able to send, via email, pre-offer information, the hiring offer and post-offer information to the new hire, using templates that are automatically filled with applicant and job information	H		
8.2	System must be able to deliver to each new hire a checklist of forms, information or documents, and training videos. System must be able to track the status and ensure the completion of the required forms prior to their first day of work	H		
8.3	System must be able to deliver training and documents that have a due date later than the first day of work	H		
8.4	System must be able to deliver all common formats of video and audio files as well as pdf's, PowerPoint and of Microsoft document formats	H		
8.5	System must be able to provide electronic signatures on documents signed in the onboarding process	H		

8.6	System must permit Human Resources staff to use easy tools to create forms and checklists	H		
8.7	System must permit an MS Word or Excel document or a PDF made from an MS Word or Excel document to be used directly as a form (Not scanned forms)	M		
8.8	System must provide all U.S government forms (e.g. I-9 form and W-4 forms) pre-built in the system	H		
8.9	System must be able to deliver short quizzes associated with videos and training documents and ensure the new hire answers the questions	H		
8.10	System must provide the ability to set due dates for onboarding tasks and the system must notify new hires of overdue tasks in the onboarding process	H		
8.11	System must be able to assign tasks, such as forms, to hiring managers	H		
8.12	System must provide new hires a clear view of what tasks are completed, what tasks remain to be done, and when they are due	H		
8.13	System must have no limitations on the number of forms or the range of documents, forms, and audio visual content that can be presented through the onboarding process	H		
8.14	System must allow parameters such as the department, employment status (e.g. temporary or permanent) to be used to create groups that are assigned various onboarding checklists	H		

8.15	System must print out all forms in the required formats, especially I-9, W-4 and certain benefits forms provided by vendors (e.g. Fidelity)	H		
8.16	System must permit Human Resource the ability to override or supplement any onboarding requirement	H		
8.17	System must permit uploading of documents related to onboarding by the new hire or hiring manager (e.g. an EBS security for or CIS SAR)	H		
8.18	System must provide workflow to notify other entities, (e.g. CIS Security, Building Security, Benefits, Deferred Comp) of completed forms completed by new hires, according to configurable rules. (e.g. Rule may be not to deliver the form until after the first day of work.)	H		
8.19	System must provide configurable tools to track keys, PCs, badges, cell phones, etc. provided by the City to the employee, and identify these as returned during Off boarding. System must provide e-signature sign-off by employee for each asset received	H		
8.20	System must be configurable to assign probationary or other performance management, training and competency assessment tasks to the new employee and manager, according to job or position	H		
8.21	System must provide testing functionality for quizzes about onboarding videos and documents that assess the viewer comprehension	H		
8.22	System must provide hiring managers the ability to review their hiring history and all related documentation	H		
8.23	Please describe your system's options for providing communications between the new hire and a benefits advisor if they have questions	M		

8.24	Please describe any limitations or maximums on data fields to customize information regarding the employee and their benefits elections and deductions, and their special pay items (monthly rates)	H		
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9	Core HR - Basic Requirements			
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9.1	System must be a comprehensive Human Capital Management solution, with all components integrated. Some components may be provided by a partner as long the component is tightly integrated, and the bid includes the cost of the partner's component.	H		
9.2	City has a preference for a cloud/SaaS solution, with user access via web browsers, including mobile access (Admin functions may require a non-web client). On-premise or hybrid solutions should explain how their approach may to the City's best advantage.	H		
9.3	System must allow letters, forms and other documents to be uploaded, attached to the employee and specific activities (e.g. training certificate) and incorporated into a workflow (e.g. performance review documentation)	H		
9.4	System must provide the ability to present online forms to employees, such as sign-up for training and event registration, surveys, FMLA application, Position Description Questionnaires, benefits enrollment forms, beneficiary forms, etc., which are then stored in the system. Forms have the ability to validate data in blanks before accepting submission.	H		
9.5	System will provide adequate digital signature tools to ensure the legal validity of the signed forms created by the system. All approvals in the system must use this same technology	H		
9.6	System will provide workflow tools that are simple to use and adequate for the forms to initiate a workflow that includes delivery of an alert to HR staff or an employee's manager, and presentation of the form in a task list of the appropriate reviewer	H		

9.7	System must provide a paperless process that include configurable forms, digital signatures and workflow for all personnel actions requiring manager approval (hire, promote, transfer, training requests, performance reviews, etc.)	H		
9.8	System must be able to migrate an applicant in the recruitment module directly to active pay status in a paperless process, including workflow and digital signatures for all required approvals	H		
9.9	System must also send an alert to newly hired employees to direct them to complete their onboarding in the onboarding module.	H		
9.10	System must provide all approvers the ability to record comments related to the action being approved	H		
9.11	System must provide employee self-service for all appropriate tasks, including time entry, training management and health benefits enrollment	H		
9.12	System must provide Manager Self Service for integrated services such as career development and performance management of subordinates	H		
9.13	System must provide comprehensive business intelligence about time and attendance, benefits enrollment, career development, performance management and all other implemented modules	H		
9.14	The system client must be a web browser	H		
9.15	System must support Windows, Macintosh, and Unix workstations and common browsers on each platform	H		
9.16	The system must not require any plug-ins in the browser (i.e., Flash, Silverlight, or Java plug-ins must not be required).	M		

9.17	Upgrades of the system must accommodate all configured custom fields in all modules of the system without reconfiguration	H		
9.18	System must provide spell-checking and grammar-checking for all large text fields throughout the system (all modules)	M		

10 User Interface				
10.1	The system must allow for all user functions to be performed through a web browser	H		
10.2	No plug-ins or add-ons shall be required for any end-user or manager functions, including, but not limited to having no Java requirements, no Silverlight requirements, no Active-X controls, and no Flash requirements	M		
10.3	All elements of the user-interface must be translatable into Spanish	H		
10.4	The system shall support multiple languages concurrently (e.g., some users log in under one language and others use another)	H		
10.5	Online help (a) shall be available through the web-interface, and (b) configurable or modified to suit our specific needs	H		
10.6	Options that are not available to a user due to their security shall not appear on the menus or dashboards	H		
10.7	A dashboard shall present common functions and information, such as time off balances that a user wishes to see	H		
10.8	Links to launch other applications or web-sites must be able to be setup on the dashboard, depending on the user's security role	H		

10.9	User dashboards must have the ability for the user to arrange dashboard components	M		
10.10	A dashboard must allow managers to quickly see whether any actions are required when they log into the system	H		

11	Email Alerts			
11.1	Email alerts must be configurable to notify the employee, manager, HR, or other individuals about events in the system	H		
11.2	The system must have standard email alerts for timesheets not submitted or approved by employees or managers	H		
11.3	When employees or managers have not submitted or approved timesheets, the system must be able to send additional email alerts escalating the system to higher level individuals or designated backup individuals	M		
11.4	The system must support (a) an unlimited number of email alerts that generate messages, and (b) the email alerts can be triggered based on any logic specified	M		
11.5	When an email alert is generated, it can include a custom subject line or message, with links to the appropriate screen in the application or URLs to other systems where the user may have to take action	H		
11.6	System must have the ability for managers to send email and SMS text messages to individual employees or groups of employees from with the system	M		

12	Self Service Features			
12.1	System must permit employees to log in to the system and perform a variety of self-service functions	H		
12.2	System must permit employees to view their current benefits, report life changing events and change their benefits, and enroll in all benefits during open enrollment	H		
12.8	Please explain how a visually impaired person will access and utilize the system	M		

Need/Want Components

These components/modules may be considered in totality or individually depending upon match to requirements and price.

1 Performance Management - Form Design and User Interface				
1.1	System must provide the ability to set reminders to support frequent follow-up	M		
1.2	System must provide the ability to set reminders for feedback and deadlines for performance-related activities	H		
1.3	System must provide the ability to configure reminders for feedback meetings; deadlines for performance-related activities	H		
1.4	System must provide the ability to set alerts to trigger Performance Improvement Plans, evaluations, or appeals	M		
1.5	System must provide the ability to set alerts to follow-up on progress, changes, updates, and course correction	H		
1.6	System must provide the ability to set alerts on change and updates	M		
1.7	System must provide automated process to establish goals and responsibilities	H		
1.8	System must use Digital Signature capability for all review, approval and acceptance steps to indicate alignment and agreement; option to freeze changes after expectations are set	M		
1.9	System must provide the ability to communicate and clarify roles and responsibilities in establishing expectations	M		
1.10	System must record events or save documents for future reviews	H		
1.11	System must provide the ability to save drafts or incomplete versions of plans and reviews	H		
1.12	System must allow employees and supervisors to share achievements or concerns in real time so issues can be addressed immediately instead of waiting for review	H		
1.13	System must allow employee self-assessment to enable two-way dialogue about performance	M		

1.14	System must provide the ability to display a coaching and counseling form on the employee's dashboard where it can be stored and recalled	H		
1.15	System must provide a mechanism for commendations by employees outside of the employee's chain of command. For example, praise for outstanding service might arrive by email, then the employee's supervisor can approve the message and also associate it with one or more performance goals.	L		
1.16	System must provide the ability to track and archive performance review sessions to assist in goal achievement and guidance	H		
1.17	Managers must be able to access data from previous years	H		
1.18	System must provide the ability to tracks milestones, certifications, training, and attendance of individuals or groups for performance monitoring and recognition purposes	M		
1.19	System must provide employee accounts and access to their performance plans at any time to add, update, request meetings, or provide input on their individual plan	H		
1.20	System must provide mobile access to performance management processes	M		
1.21	System must provide employees continuous access to system for real-time performance input and feedback	H		
1.22	System must support the appeal process within the system	M		
1.23	System must allow for accessibility in other languages (i.e. Spanish)	M		
1.24	System must easily accommodates a paper process for field workers with limited computer access	M		
1.25	System must provide resources available on dashboard such as note-taking mechanisms, coaching forms, employee attendance information	M		
1.25.1	Library of customizable templates for the types of performance plans	M		
1.25.2	Library of recommended plan goals and behaviors	M		
1.25.3	Library of suggested coaching and review language	M		

1.25.4	Populates the system with employee and managers and their position, contact information and reporting relationship	H		
1.25.5	Maintains current status, training, certification and other career development information	H		
1.25.6	Transfers performance rating information to employee profile	H		
1.25	System must provide the ability to upload and attach documents, including audio and video	M		
1.28	System workflows must be easy to configure and maintain	H		
1.29	System workflow tools have power to adapt to the wide variety of City performance plan review hierarchies	H		
1.30	System must support unlimited performance factors	H		
1.31	System must provide the ability to establish a standardized rating scale or permit a customized rating scale	H		
1.32	System must provide the ability to establish a standardized set of weight factors or permit a customized scale of weight factors	H		
1.33	System must provide spell check and grammar check tools	M		
1.34	System must link to HRIS position Class codes to determine the type of performance plan	M		
1.35	System must have the ability to optionally enforce a lock on the performance plan goals once it is agreed and signed by supervisor and employee, while permitting updates to the progress on the goals	M		
1.36	System must be able to control the viewing and editing of the plans by higher levels of management	M		
1.37	System must be able to enforce record retention rules, including the deletion of the plans from the system when authorized according to record retention policy	M		

1.38	System must provide the capability for the employee to track any number of performance metrics (calls answered, % due dates met, potholes filled, inspections, etc.) within the system, associated with a specific goal. The recording of data may be as often as daily. The performance data collected must be reportable. The data collected must also be reportable in summary at a grouped level, such as "all dispatchers" or "all inspectors" in a division or department	M		
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2 Performance Management - Reporting				
2.1	Generate reports tied to dates, goals, performance scores, etc.	H		
2.2	Customized reports by category, groups, or employees	H		
2.3	Ability for supervisors to create reports and track activities on a range of metrics, including all metadata and custom fields	H		
2.4	Reports that indicate status of evaluations at certain points in the evaluation cycle.	H		
2.5	All reporting must report Real-time data	H		
2.6	System must provide ability to create dashboards	H		
2.7	Reports must be available to be run on demand through the Performance Management interface, not requiring launching separate tool	M		
2.8	System must allow reports to be scheduled and emailed to any valid email address	M		
2.9	System must provide a web-based reporting interface with results appearing in application workspace	M		
2.10	All reports can be printed from application workspace without having to export	M		
2.11	All reports can be exported to Excel and other formats (browser view, .xls, .xlsx, .csv, .doc, .rtf, .pdf, etc.)	H		
2.12	System must provide a variety of standard "out-of-the-box" reports that cover all basic types of queries	H		

2.13	System must allow users to easily copy and alter "out-of-the-box" reports, and save the new version. The system must permit the new version to be made available to other users	H		
2.14	System must allow all metadata fields and employee identification fields, including process levels, job codes and location fields to be searchable and reportable	H		
2.15	System must provide the option to use filters for reports instead of having to create a new report	H		
2.16	System must provide custom reporting capabilities	H		
2.17	System must provide a wizard-driven report creation option (for custom/ad hoc reports)	H		
2.18	System must provide the ability to create drill down reports	H		
2.19	Reports must be filterable by groups	H		
2.20	Custom user fields are used in any report	H		
2.21	Reports enforce user rights and permissions upon the scope of the information reported	H		
2.22	Supervisors must be able to get reports on their subordinates, but be restricted from getting information on other employees	H		
2.23	System must permit a user to sort a report by all metadata fields (i.e. alphabetically or chronological)	H		
2.24	System must be able to report on performance plan progress across groups and globally	H		
2.25	System data must be available via web services that can be used to integrate with other systems	H		

3 Performance Management - Communication with Managers				
3.1	System must provide a communication mechanism that delivers information about City performance standards benchmarks	M		
3.2	System must provide a communication mechanism within the plan that identifies behavioral descriptors/definitions, and make these easily available for inclusion in plan comments	M		
3.3	System must provide a communication mechanism that delivers information about City standards for communicating and clarifying roles and responsibilities in establishing expectations	M		

40 Performance Management - Training				
3.1	System must include easily available links to training resources and intranet on dashboard of system or other locations of the system that are intuitive	M		
3.2	System must incorporate a way for HR to provide tips, coaching and advice to managers about drafting plans and conducting reviews	M		

4 Learning Management - General				
4.1	System must allow easy creation of Course Tracks	H		
4.2	System must allow easy creation of Individual courses	H		
4.3	System must allow easy creation of Sessions within courses	H		
4.4	System must be adaptable so that similar courses are differentiated by length, training source or department, etc.	H		
4.5	System must support the ability for the trainer to determine or limit who can take a course or who has priority to sign up, based on parameters such as the employee, department or when their training goes out of date; trainer may require some groups of employees to go through an approval process	M		

4.6	System must provide workflows to automatically route approval for courses, if approval is required; Approvals must be configurable by roles and hierarchy	M		
4.7	Administrator of the system must have the ability to approve courses and make them available	M		
4.8	System must have multiple levels of administrator and management access or authority	M		
4.9	Ability to filter approval requests for approvers to just see the requests submitted within their same group	M		
4.10	System must provide tools to limit the ability of all employees to see a listing of courses that should have restricted access	M		
4.11	System must allow duration and cost to be metadata parameters for each course and session	M		
4.12	System must be able to determine if an employee has taken the prerequisites for a course. The system must be able to enforce a requirement to take the prerequisites. The system must be able to allow the trainer to permit individual exceptions to the requirement.	H		
4.13	System must work well with all major PC, tablet, smartphone and other mobile device browser versions including IE 9 and above, Safari, Firefox and Chrome	H		

5	Learning Management - Document Training Accomplishments			
5.1	System must provide Employee profile that show both training needs and accomplishments	H		
5.2	System must upload and allow data entry of outside training easily; user should be able to input as self-service, optionally upload certificate, and have a supervisor approve the entry	M		

5.3	System must be able to be configured to send timely alerts to renew training to employees' email	M		
5.4	System must be able to create training requirements from Job Class and Department and/or division; then allow the requirements to be modified or customized, all based on position; training requirements stay with position when employee changes jobs	M		
5.5	System must have the ability for the employee to make a request for a certification, have an alert in the system and by email be sent to the trainer/instructor, and the trainer complete the request within the system	H		
5.6	System must have the ability to send alerts to a supervisor when an employee completes a course	H		
5.7	System must have the ability to elevate an alert when a required course is not completed by a configured deadline	M		
5.8	System must support identification of a Certifying Official role for any and all courses, with authority to certify employee completion of the course	M		
5.9	System must be integrated with Performance Management so that the Employee profile and training information is easy to reach (and assign/recommend training) from the employee's Performance Management plan	M		

6	Learning Management - User Experience			
6.1	System is able to deliver live presentations that may include whiteboard and shared desktop demonstrations	M		
6.2	System is able to send alerts from the trainer to the registered employees for a session in advance of and during the course (if live)	M		

6.3	System must fully integrate with all other components of the HCM, so that there is a direct link within many Employee Self Service screens to the LMS and to all documentation of the employee's training and training requirements	M		
6.4	System must allow uploading or attaching MS Office and Google Docs documents, and it must support copy and paste from MS Office and Google Docs	H		
6.5	Employee interface must be customizable to allow the employee to choose views of potential courses, upcoming requirements, current courses in progress, etc. and arrange them on their desktop	L		
6.6	System must provide a way to make courses to be taken or under consideration to be viewed in a calendar, preferably within their Outlook calendar.	L		
6.7	System must enforce the same permissions and restrictions set for the overall HCM within the LMS, without additional effort to input the security settings. Policies such as user name and password changes apply across the entire HCM and LMS	M		
6.8	Any additional software that might be optionally needed to view and participate in a course, such as a free viewer or plug-in, can be hosted by the LMS and can be linked easily from the page that indicates the employee needs to install the software	L		
6.9	Employees have dashboards that indicate the employee's progress against training goals and requirements	M		
6.10	Admin has multiple dashboards, configurable to define groups such as departments, divisions, job groups and time periods, and comparisons of these groups, which indicate each group's progress. The system should permit clicking on data in the dashboard to drill into the details and find subgroups or employees who are causing exceptions.	M		

6.11	Instructors must have dashboards and reports that report the volume of training achieved, the success level of the employees, and the rate of compliance achieved in compliance with training requirements	M		
6.12	System must have the ability to survey feedback from students about the quality of the course	H		
6.13	System must have the ability to allow the student to take the course in their choice of English or Spanish when the course is provided in both languages	M		
6.14	System must bookmark where a student stops taking a course and auto-resume at that point, where the student left off	M		
6.15	System must have reasonable ability to attempt to enforce that the student watches the video or listens to the audio in the course. Please describe your method(s)	M		

7	Learning Management - User Management			
7.1	All Admin tools for LMS must be substantially the same as for the integrated HCM	L		
7.2	System must provide for configurable permissions/roles	M		
7.3	System must allow Admin to create, change and view user information/profile	M		
7.4	System must either fully integrate with the HCM, so that all employees identified as permitted to use the LMS automatically have logon ability to the LMS, or the LMS Admin or must be able to load initially and periodically update the credentials of city employees to automatically create accounts through an API; please state if single sign-on to the desktop is an option for the combined HCM and LMS	L		

7.5	System must allow Admin to copy an existing role and edit the copy to create a different role	M		
7.6	System must provide Admin the ability to assign multiple roles to one user account	M		
7.7	System must provide Admin the ability to create custom fields in user profiles without intervention from vendor	H		
7.8	System must allow Admin to configure standard and custom user fields in user profile screens	H		
7.9	System must provide excellent search tools that include search of all custom fields	M		
7.10	System must provide Admin tools to define student-to- supervisor relationship	M		
7.11	If the system requires an account, the system must provide the ability for a new learner to request an account with or without approval, as the City chooses	L		
7.12	System must provide Admin tools to enroll users in courses (individual, groups/batch)	H		
7.13	System must provide Admin tools to view user site activity, including dates, times and pages.	H		

8	Learning Management - Learning Content Creation & Management			
8.2	The system must support online training, instructor-led training, virtual classroom and informal learning objects (such as on-the-job training), assigned and tracked by the LMS	M		
8.3	The system must allow administrator to select option for learner to mark a user defined training object as complete	M		
8.4	The system must have the ability to integrate with thousands of courses from any vendor or custom content built by a	M		

	client that follow AICC or SCORM standards			
8.5	The system must have the ability to integrate links and content from external sites such as YouTube	M		
8.6	The system must have the ability to have mass registration for multiple learners to one course	M		
8.7	The system must have a utility to upload custom content without vendor assistance (course upload tool)	M		
8.8	The system must provide interoperability with external content that is NOT standards-compliant; vendor should elaborate on the system's capability	L		
8.9	The system must provide the ability to edit, customize or add additional resources to any course, including content purchased for another source (if permitted by the source)	M		
8.10	The system must provide the ability to manage course properties (CEUs, duration, test required, etc.)	H		
8.11	The system must provide the ability to disable and hide a course without removing it from the LMS	H		
8.12	The system must provide the ability to set an expiration date for a linked learning object so that it no longer links to any learning plans	M		
8.13	The system must provide the ability to manage the grade book by marking any learning object as complete or incomplete and designate a grade	H		
8.14	The system must provide the ability for the Learner to self-register for learning offerings	H		
8.15	The system must provide the ability for the Learner to unregister from all learning offerings	H		
8.16	The system must provide the ability for the Learner to self-enroll for ILT classes	H		

8.17	The system must provide the ability for the Learner to unregister from instructor-led training (ILT)	H		
8.18	System must have built-in conflict management capability	M		
8.19	System must have the ability to assign multiple instructors to a class and/or session	H		
8.20	System must have the ability to assign resources at the session level	M		
8.21	System must have the ability to assign to set (and override) the max students for a course at the session level	M		
8.22	System must have automatic waitlist functionality (user at top of waitlist is automatically enrolled when a space opens up)	M		
8.23	System must provide the Admin the ability to manage the waitlist and roster	M		
8.24	System must have ability to create private classes to prevent learners from self-enrolling	M		
8.25	System must have ability to restrict management of individual classes beyond permissions to specific groups or a set of users	L		
8.26	System must have ability to select from a repository of course certificate templates for one that fits your organization needs	M		
8.27	System must have ability to create custom course certificates that can be formatted to pull system data	M		
8.28	System must have ability to specify unique course certificates by group	M		

8.29	System must have ability to review and print a completion certificate (student accessible)	H		
8.30	System must have to access online resources (i.e. PDF the instructor has posted for a course)	H		
8.31	System must have the ability to enroll and cancel registrations for learning activities	H		
8.32	System must have the ability to create/edit the reason to drop students from learning activities	L		
8.33	System must have the ability to register students with manager approval	H		
8.34	System must have the ability to send registration confirmation via email	H		
8.35	System must have the ability to manage a registration request queue (approve/deny)	M		
8.36	System must provide a convenient course catalog where courses can be grouped into curriculum and topic areas	H		
8.37	System must provide the ability to request/reserve (block out) rooms, equipment and other Instructor Led Training (ILT) resources	L		
8.38	System must provide the ability to create, modify and delete learning plan templates	M		
8.39	System must provide the ability to assign learning activities (single or bundle) to an entire domain	M		
8.40	System must provide the ability to assign learning activities (single or bundle) to specific groups	M		

8.41	System must provide the ability to assign learning activities (single or bundle) to specific users defined by specific user attributes	M		
8.42	System must provide the ability to manually assign a learning plan to learners (individually/user group/globally)	M		
8.43	System must provide the ability to automatically assign learning plans using profile and group criteria.	M		
8.44	System must provide the ability to edit a learning plan template (and auto-update for assigned users)	M		
8.45	System must provide the ability to edit the contents of a learning plan for all users	M		
8.46	System must provide the ability to create certification plans (compliance) or traditional plans (new hire training)	H		
8.47	System must provide the ability to set due dates for entire plan completion	H		
8.48	System must provide the ability to update due dates for plan completion for multiple students	H		
8.49	System must provide the ability to configure learning plan completion requirements based on either number of learning objects completed (all or specified subset) or based on number of CEUs completed	M		
8.50	System must provide the ability to set auto-reminder email for assigned students / instructors / managers / administrators regarding due date for entire learning plan	H		

8.51	System must provide the ability to require courses to be completed in a defined order	H		
8.52	Recurrence for courses can be set automatically based on rules	H		
8.53	System must provide the ability to set auto-reminders for recurrences using rules	H		
8.54	System must provide the ability to assign learning activity due dates for employees	H		
8.55	System must provide course design tools that include rulers and other design aides to control positioning of information on the page	M		
8.56	System must provide course design tools that allow easy arrangement of images on the screen	M		
8.57	System must provide design tools that present the arrangement of the images and the overall layout of the page adequately consistent across all compatible browsers and mobile devices	M		

9		Learning Management - Certification Tracking		
9.1	System must provide status and warnings to employees with recurrent training plans to prevent employees from falling out of compliance	H		
9.2	System must provide Continuing Education Unit (CEU) and hours tracking,	H		
9.3	System must provide tools so courses can be set to automatically renew on periodic basis (i.e. for annual certification)	H		
9.4	System must provide built-in testing and survey creation tool	H		
9.5	System must provide tests and surveys that can be assigned to multiple learning objects (re-used)	H		
9.6	System must provide the ability to set passing scores for tests	H		
9.7	System must provide the ability to require passing score on test to complete the course	H		

9.8	System must provide the ability to automatically complete a course based on the learner passing the test	H		
9.9	System must provide the ability to set how many times a test can be attempted	M		
9.10	System must provide the ability to select duration of test or make it unlimited	M		
9.11	System must provide the ability for tests to be auto-graded by system	M		
9.12	System must provide the ability to edit tests after some learners have completed	M		
9.13	System must provide the ability to remove or replace tests in a course	H		
9.14	System must provide the ability to copy existing tests for easy creation/editing	H		
9.15	System must provide the ability to edit surveys after some learners have completed them	M		
9.16	System must provide the ability to remove or replace surveys in a course	M		
9.17	System must provide the ability to copy existing surveys for easy creation/editing	M		
9.18	System must provide the ability for a student to create and save online course notes within a specific course, or per course	L		
9.19	System must provide storage for a repository for Resources such as PDF, PowerPoint, Spreadsheets, and popular video and audio formatted files for users to access.	M		
9.20	System must control access to these Resources based on user's role-based security profile	H		

10		Learning Management - Search Features		
10.1	LMS System must provide universal search functionality that searches all learner consumable items such as courses, classes, resources, and bundles.	M		
10.2	LMS Search functionality must return results in an easy to use combined results view like the most widely used search engines.	M		
10.3	Search functionality must filter results based on what the user has permission to view/consume, in agreement with overall HCM integration permissions.	M		
10.4	System must provide basic and advanced search functionality for each module that includes custom fields	L		

11		Learning Management - Catalog Features		
11.1	System must provide searchable course catalog, including search of all custom fields, and filterable by student groups as well as topic categories	H		
11.2	System must provide a configurable catalog that allows you to determine what type of information to display for authenticated users	H		
11.3	System must provide a public catalog (i.e., open site catalog) accessible through a webpage, but secured, so that employees may take courses from offsite	H		

11.4	System must provide the ability to support multiple catalogs based on viewer (group association, user profile attributes, or individual users)	M		
11.5	System must provide the ability to change catalog offerings based on each user's profile, job, department and rights	M		
11.6	System must provide the ability to group or bundle courses together for easy enrollment	M		
11.7	System must provide the ability to set a lifecycle or subscription period for a course or bundle in the catalog	M		
11.8	System must allow management of time frames when courses are available in the catalog for learner enrollment	M		
11.9	System must provide a catalog calendar to easily find and enroll in classes	M		
11.10	System must allow the course catalog to be filtered by ILT properties (location, instructor, etc.)	M		
11.11	System must allow the addition of external courses (located in other systems) to the main catalog	M		
11.12	The Catalog must have a Featured Courses area	L		
11.13	The Catalog must allow for learners to rate courses	M		

12	Learning Management - Reporting			
12.1	All reporting must able to report real-time data and historical data	H		
12.2	System must provide ability to create dashboards	H		

12.3	Reports must be available to be run on demand through the LMS interface, not requiring launching separate tool	M		
12.4	System must allow reports to be scheduled and emailed to any valid email address	M		
12.5	System must provide a web-based reporting interface with results appearing in application workspace	M		
12.6	All reports can be printed from application workspace without having to export	M		
12.7	All reports can be exported to Excel and other formats (browser view, .xls, .csv, .doc, .rtf, .pdf, etc.)	H		
12.8	System must provide a variety of standard "out-of-the-box" reports that cover all basic types of queries	H		
12.9	System must allow users to easily copy and alter "out-of-the-box" reports, and save the new version. The system must permit the new version to be made available to other users	H		
12.10	System must allow all metadata fields and employee identification fields including department and job class to be searchable and reportable.	H		
12.11	System must provide the option to use filters for reports instead of having to create a new report	H		
12.12	System must provide custom reporting capabilities	H		
12.13	System must be able to report on all learning objects, including on-the-job training and all custom fields	H		

12.14	System must provide a wizard-driven report creation option (for custom/ad hoc reports)	M		
12.15	System must provide the ability to create drill down reports	H		
12.16	Reports must be filterable by groups	M		
12.17	Custom user fields are used in any report	M		
12.18	Reports enforce user rights and permissions upon the scope of the information reported	H		
12.19	Supervisors are able to get reports on their subordinates	H		
12.20	System permits user to sort a report by all metadata fields (i.e. alphabetically or chronological)	M		
12.21	System is able to report on learning plan progress across groups / globally	H		
12.22	System is able to generate student transcripts (viewable and printable)	M		
12.23	System is able to print a transcript (student accessible) that contains courses completed externally	M		
12.24	System is able to generate student certificates (e.g. for course or curriculum completion)	H		
12.25	System data must be available via web services that can be used to integrate with other systems	H		
12.26	System must provide the ability to run Reports on user access to resources.	M		

13	Learning Management - Communication & Collaboration			
13.1	System must send automated reminder notices via email	H		

13.2	System must allow Admin to manage event communications by enabling or disabling recipients easily through user interface	H		
13.3	System must be able to mass distribute communication to learners by domain and group	H		
13.4	System must provide tools to edit and manage content of notification messages	H		
13.5	System must provide the ability to turn on or off notification events	H		
13.6	System must provide online access to course materials (e.g. supplemental material)	H		
13.7	System must provide fully integrated live webcasting and virtual meeting capabilities, including:	M		
13.7.1	a. Live video and audio for multiple participants, with chat	M		
13.7.2	b. View desktop (screen share), whiteboard, Web or any application	M		
13.7.3	c. Recording and save chats	M		
13.7.4	d. Ability to share materials and templates in advance, in preparation for the event	M		
13.7.5	e. Ability to share post-meeting documentation of the meeting and follow-up, including minutes as action item progress	M		
13.8	System must provide the ability to send emails to user's email address listed in their profile	H		
13.9	System must send automatic register/de-register notification via email	H		

14	Talent Management - Organizational Charting			
14.1	System must provide the ability to visualize organizational hierarchy in a secure, online solution; display organizational charts with photos.	H		

14.2	System must provide the ability to create quality org charts that can be published to .pdf, .ppt or shared online.	H		
14.3	System must be able to perform simple or complex search on employees and jobs.	H		
14.4	System must fully integrate Succession, Planning, Talent, Learning and other HR systems.	M		
14.5	System must provide standard, easy to use reporting of all City data, including custom fields. Reports must permit drill-down within the on-screen reports and export to spreadsheet	H		
14.6	Security configuration for talent management and related modules must be integrated with and identical to the core HR and payroll security.	M		
14.7	System must provide the ability to visualize data in multiple different hierarchies such as by reporting structure, division or department	H		
14.8	System must provide the ability for administrator to configure additional views of data without enlisting professional services from vendor.	H		
14.9	System must provide report controls allowing each user to filter information in a chart, and hide or expose fields.	M		
14.10	System must provide the inclusion of succession planning data within the org chart.	M		
14.11	System must provide the ability to chart any selected employees or team in n-box. Ability to manually re-calibrate n-box.	M		

14.12	System must provide the ability to create formulas and conditional formats that automatically highlight data falling in or out of configurable limits or bounds.	M		
14.13	System must provide the ability to show any number of levels of the organization, pan the entire org or focus on a single layer.	M		
14.14	System must provide the ability to archive charts and compare point-in-time org charts.	M		
14.15	System must provide support for multiple languages (Spanish).	H		
14.16	System must support Single Sign On.	H		
14.17	System must provide out-of-box automated, hierarchy-based reporting and roll-ups such as headcount, span of control, salary totals.	M		
14.18	System must provide to each user the ability to customize their home page	M		

15	Talent Management – Career management & Development			
15.1	System must fully integrate career management performance management, learning management (including all courses taken and certificates awarded) and development capabilities with other performance and talent management processes	M		

15.2	System must provide each employee self-service access to complete a personal profile, including picture, which can serve as an "internal resume" for that individual. This must include the ability to include user-defined profile information such as job history, education, certifications, and special skills.	H		
15.3	System must provide Admin and management the ability to track profile status and alert an individual that their profile has not been updated recently and requires their attention.	M		
15.4	System must provide the ability to allow managers and talent administrators profile access to update/contribute to these personal profiles on each employee.	M		
15.5	System must provide the ability to augment employee profiles with additional sections or fields (for data such as potential ratings or flight risk) that are hidden from the individual and only shown to the manager and/or administrators.	H		
15.6	System must provide profile-level security so that sensitive information, such as a performance rating, is shown only to individuals who have been granted the right to view this information.	H		
15.7	System must provide a method to guide end-users to possible next career steps and required competency proficiencies based on job role requirements and other criteria. Please describe	M		

15.8	System must provide a skill gap analysis to employees and managers based on current and possible future roles.	H		
15.9	System must provide support for HR and/or managers to lay out logical "next step" career paths for specific jobs/positions and individuals, and provide an easy to access skill gap analysis.	M		
15.10	System must provide the ability to allow individuals to self-identify one or many career interests as part of their profile, so that they can be considered for these opportunities.	M		
15.11	System must provide the ability to allow individuals to view the descriptions and requirements (including detailed competency requirements) for each career interest/career step.	M		
15.12	System must enable individuals and managers to perform a gap analysis of the individual compared to the competency requirements of the targeted position.	M		
15.13	System must enable individuals and managers to work together to create a detailed career plan with competency requirements and recommended learning, experiential, or mentoring opportunities.	M		
15.14	System must provide support for upper management approval when the career path plan is proposed and agreed by the employee and manager, and when changes are made to the plan.	M		

16	Talent Management - Competency Management			
16.1	System must provide the ability to maintain a competency library in the system that defines individual competencies with a name, description, proficiency scale, and behavioral descriptors or indicators.	M		
16.2	System must provide the ability to handle an unlimited number of unique competency models, proficiency levels, and behavioral descriptors	M		
16.3	System must provide the ability to group competencies by categories or families	M		

16.4	System must provide the ability to assign each competency its own unique rating scale.	M		
16.5	System must provide the ability to configure competencies to be rated at the behavior level, so that the ratings given on each behavior roll up to an overall competency proficiency.	M		
16.6	System must provide the ability for individuals to monitor their own competency attainment.	H		
16.7	System must provide the ability to associate competencies to specific jobs, roles, and positions so that they can be assigned in bulk by HR.	H		
16.8	System must provide the ability to integrate into a current, in-house-developed or off-the-shelf competency model. Please describe how	M		
16.9	System must provide standard, out-of-the-box competency content	H		
16.10	System must provide the ability to assign competencies to individuals and teams by their managers	H		
16.11	System must provide workflow tools for multi-rater assessments of competencies. Please describe the system's ability to support multi-rater and 360-degree evaluations.	H		
16.12	System must provide the employee ability to complete a self-assessment against a competency or group of competencies at any time.	H		

16.13	System must provide the ability to weight assessments (self, manager, and multi-rater assessments) so that certain assessments carry more weight than others	M		
16.14	System must provide that the completion of a learning activity in integrated LMS also automatically updates an individual's level in a competency	H		
16.15	System must provide the ability to link recommended learning to specific competencies, so that individuals with a competency gap receive guidance as to how to close this gap.	M		
16.16	System must provide the ability to use informal learning to close competency gaps	L		
16.17	System must provide the ability for a manager to update an employee's competencies through performance reviews.	H		
16.18	System must provide support for validation processes, whereby managers can validate MRAs or other assessments before a held level is granted.	H		
16.19	System must provide the ability to maintain the competency library and job hierarchy in one place to feed the performance management, learning management, organizational planning, succession management, career management, compensation, and workforce planning processes	H		

17	Talent Management - Talent and Succession Monitoring			
17.1	System must provide the ability to grant administrators access to manage/analyze talent and succession for either a certain division or across the organization.	H		
17.2	System must provide the ability to designate a population of employees as "talent eligible" so that they can be actively monitored and groomed for growth and new opportunities.	H		
17.3	System must provide the ability to flag certain jobs as "critical" in the organization.	H		

17.4	System must provide a Manager dashboard that summarizes information related to the management of their team's talent. The dashboard must highlight important information such as flight risk, retirement risk, job criticality, and other factors.	M		
17.5	System must provide support for the management of attrition risk. Please describe	M		
17.6	System must provide the ability to display "risk" information to managers when viewing critical talent tools such as organizational charts and n-box or 9-box analyses.	H		
17.7	System must provide the ability for managers to also view succession and opportunity information for their team members in the dashboard and org chart views.	M		
17.8	System must provide the ability to give alternate managers (project leaders, dotted-line relationships) insight into risks and succession management participation.	M		
17.9	System must provide managers the ability to select which criteria to use on each axis of n-box analysis (such as potential rating, performance rating, or competency proficiency)	M		
17.10	System must provide the manager the ability to select the number of boxes shown in n-box analysis	L		
17.11	System must provide organizational chart views that are interactive so that managers can drill up/down, select new nodes, change what profile information is displayed, etc.	M		

18	Talent Management - Succession Management			
18.1	System must provide the ability for both manager and talent administrators to create and manage succession plans/pools.	M		

18.2	System must provide the ability to target talent pools to an individual, an individual's job, or an individual's specific position.	H		
18.3	System must provide the ability to managers and administrators to define and manage talent pools for broader purposes, such as leadership-development pools	M		
18.4	System must provide the ability to managers and administrators to rank and assess the readiness of potential candidates	H		
18.5	System must provide the ability for a manager or admin to define a "pool profile," i.e., a wish list of requirements and desired attributes that would define the ideal candidate for the opportunity. System must support some criteria to be required while other criteria is only desired, and the criteria be weighted	M		
18.6	System must provide the ability for a manager or admin to perform a detailed search of people profiles to identify potential candidates as possible successors for key positions	H		
18.7	System must provide the ability to search based on multiple, weighed criteria as defined in the "pool profile". System must list the suggested candidates found by the search based on a percentage fit to the criteria	M		
18.8	System must provide the ability to manually add internal candidates to the talent pools.	H		
18.9	System must provide for side-by-side comparisons of potential candidates on multiple criteria.	M		
18.10	System must provide the controls around whether candidates or their managers can see if they are being considered for the position or program.	H		
18.11	System must provide the ability to designate certain pools as "private," making them only visible to that pool's owner.	H		

18.12	System must provide the ability Support for n-box analysis and reporting as part of the candidate comparison process.	M		
18.13	System must provide the flexible configuration of n-box axes (such as potential rating, performance rating, or competency proficiency).	M		
18.14	System must provide a configurable number of boxes shown in n-box analysis.	L		
18.15	System must provide the ability to grant special access for talent pool owners to personal profile information on each candidate that includes detailed information about that individual.	M		
18.16	System must provide the ability to name successors.	M		
18.17	System must provide the ability to indicate successor readiness and dates.	M		
18.18	System must provide the ability to view successors within the org chart and to show (and print) the org chart if successor is moved into key position.	L		
18.19	System must provide the ability to perform simple or complex searches to identify succession candidates.	H		
18.20	System must provide the ability to post succession opportunities on internal "job boards" so that internal candidates could search, find, and apply for opportunities.	M		
18.21	System must provide the ability to publish succession plans as well as share them securely online.	M		

19	Talent Management - Candidate Development			
19.1	System must provide the ability for managers to assign learning and development goals to prepare candidates for the opportunity.	H		
19.2	System must provide the ability to automatically include learning activities in an overall career or development plan.	H		
19.3	System must provide the ability to track progress on these assignments tracked from within the talent/succession pool.	H		

19.4	System must provide the ability for individuals to track their progress against development or learning objectives as part of their regular performance management and learning management processes	H		
19.5	System must provide the ability for a manager to document aspirations and/or restrictions for an individual employee in their profile.	H		
19.6	System must provide the ability for talent pool owners to measure and track skill and competency gaps.	M		

20	Talent Management - Position Management			
20.1	System must provide the ability to use the HCM as a position management system of record, complete with funding status and current and proposed budget for each position	H		
20.2	System must provide the ability to make changes in position hierarchies.	H		
20.3	System must provide the ability to view and differentiate between vacant or "to-be-hired" positions be reflected in the system when viewing information such as organizational charts.	H		
20.4	System must provide the ability to turn off position management in the performance/talent system if we choose not to utilize it without hindering our ability to target succession pools at jobs and individuals	H		
20.5	System must provide the ability to set a future "effective date" for a new position and an end date for a position to be ended	H		
20.6	System must provide the ability target selected "to-be-hired" positions for succession and development pools	M		
20.7	Please describe how newly created positions are populated with responsibilities and competency requirements from associated/parent jobs and job roles.	N/A		
20.8	System must provide the ability to flag key positions or leadership positions.	M		
20.9	System must provide the ability to share positions with more than one employee at a time. (Double-fill)	H		

20.10	System must provide the ability for one person to hold more than one position in the system.	H		
20.11	System must provide the ability to designate a position as other than full time and be given an FTE equivalency	H		
20.12	System must provide the ability to associate a compensation budget with the position.	H		
20.13	System must provide the ability to represent dotted-line relationships in the position hierarchy.	M		
20.14	System must provide the ability to note positions as active and inactive	H		
20.15	System must allow position incumbent to have a different job class from the job class authorized for the position	H		

21	Talent Management - Workforce Modeling			
21.1.	System must have the ability for managers and administrators create and save future workforce scenarios.	M		
21.2	System must have the ability to model scenarios using a copy of a current org chart that reflects actual information in the system of record.	M		
21.3	What visual formats, such as organization charts or 9-box grids, are available to model these workforce scenarios?	N/A		
21.4	System must have the ability to manually calibrate employees in a n-box grid by moving individuals between boxes and/or adding or removing individuals.	L		
21.5	How is information such as flight risk, retirement risk, and other indicators taken into account in the scenario/model?	M		
21.6	System must have no limit to the number of scenarios an individual can create and save	M		
21.7	System must have the ability to print scenarios/models.	H		
21.8	System must have the ability to share scenarios online with either delegated or role specific security.	M		

21.9	System must have the ability to track changes associated with each scenario and export them to the budget preparation system	M		
21.10	System must have the ability to easily move positions and incumbents to new org locations when creating a future scenario or model in an organizational chart	H		
21.11	When moved, the individual creating the model must be able to choose to bring their direct and indirect reports to the new chart location or just move that individual/position	M		
21.12	System must have the ability to re-calculate metrics in real time for each change scenario.	H		
21.13	System must have the ability to reflect "to-be-hired" positions in the scenarios/models, and ability to surface potential successor/candidate information in the model.	H		
21.14	System must have the ability to see different views of change scenario, each with different data.	M		
21.15	System must have the ability to move candidates to a staging area outside of the org chart while deciding org structure.	L		
21.16	System must have the ability to create a project team or ad hoc plan that is not based on the current org hierarchy.	M		
21.17	System must have the ability to compare two plans side-by-side.	M		
21.18	System must have workflow controls for editing, sharing, approving plans.	M		

22	Compensation Management - Plan Administration & Setup			
22.1	System must have the ability to support multiple compensation plans or programs concurrently	H		
22.2	System must have the ability to support off-cycle compensation events	H		
22.3	System must have the ability to allow an individual be eligible for multiple compensation plans at the same time	H		

City of Waxahachie
 HCM Request for Competitive Proposals

22.4	System must have the ability to support multiple hierarchy structures	M		
22.5	System must have the ability to handle multiple salary structures, with job information and set minimum, mid-point, and maximum salary levels	H		
22.5	System must have the ability to handle pay-for-performance. Explain how this is done.	H		
22.7	System must have the ability to project salary change costs for every type of salary increase program, by every level of hierarchy, from org and department to citywide	M		
22.8	System must have the ability to handle business or role-specific incentive plans with varying plan designs	M		
22.9	System must have the ability to handle multiple level/grade performance rating scales deployed in different business units, or uniformed vs civilian	H		
22.10	System must have the ability for administrators to set merit guidelines and eligibility rules	H		

23	Compensation Management - Plan Management and Monitoring			
23.1	What dashboards or other tools are available to help administrators manage compensation plans?	N/A		
23.2	System must provide tools for administrators to easily track where individual managers are in the performance review and compensation management processes	M		
23.3	System must send configurable, automatic notifications/ reminders to managers to remind them to complete allocation for their teams. Can administrators easily send extra reminders to either specific managers, per criteria, or the whole group?	M		
23.4	System must "roll up" cascading budgets with details of temporary and permanent employees. Online reports must permit drill-down into the details and employees	H		

23.5	System must permit a "Position Description Questionnaire" to be made available to the incumbent of selected positions annually. Employee must be able to fill out the form and forward it through a manager's review to HR-Compensation Division	M		
23.6	System must provide the ability to view, print and click into real-time org charts that include (optionally) vacant positions	H		
23.7	Please describe any limitations on the number or type of custom fields to describe a position, such as its effective beginning and end dates and funding beginning and end dates	H		
23.8	Please describe the system's ability to report the history of each position, including the owning org, incumbent, job titles, actual pay, etc.	H		
23.9	System must be able to make mass changes to selections of large numbers of positions. The position selection process must be simple, including from a custom report.	H		
23.10	System must be able to apply pay rate changes applied through the pay schedules, such as a COLA, directly to all applicable values of pay ranges for positions, and optionally to employees' actual pay, according to the administrators' configuration of the action. All rates can be viewed, tested and reported in advance of an effective date of actual implementation.	H		
23.11	System must support modeling of pay rate changes of all sorts without affecting actual pay until the implementation's effective date	H		

24	Compensation Management - Compensation Allocation			
24.1	System must provide tools and/or worksheets to managers and administrators to help allocate merit-based pay. Please describe	H		
24.2	System must allow administrators to configure a "default" worksheet for managers to model and budget employees' compensation	M		

24.3	System must allow managers to view comparison ratios of jobs citywide with their employees jobs during the compensation process	M		
24.4	System must allow managers to configure the display of compensation data on a worksheet, including salary, special pay, history, etc.	M		
24.5	System must provide analytics or tools to help inform compensation decisions. Please describe	M		
24.6	System must allow managers access to key information or perform simple actions without leaving the allocation worksheet	L		
24.7	System must allow managers to have access to relevant employee information from the compensation worksheet without leaving the tool	L		
24.8	System must allow managers to have access to compensation worksheets	M		
24.9	System must provide managers with budgets and guidelines to ensure accurate pay decisions	M		
24.10	System must allow managers to have access to their employees' compensation histories	M		
24.11	System must permit administrators to cap compensation adjustments at maximum or indicate when over maximum	H		
24.12	System must include embedded analytics that identify budget details (i.e., percent of budget utilized) for each compensation type.	M		
24.13	System must allow managers to save draft compensation allocations before submitting them for approval	H		
24.14	System must support complex "what if" scenario analysis (for example, calculate the cost to bring high-performing employees in Job A to market rate)	M		
24.15	System must provide out-of-the-box reports to help with compensation planning. Please describe	H		
24.16	System must allow the import of market compensation data on base pay and incentives provided by surveys into the system, and generate comparisons with City actual salaries	M		
24.17	System must support configuration of multiple approval workflow scenarios based on department, uniformed vs civilian, etc.	M		

25		Implementation Services		
25.1	Please describe your implementation methodology, including average implementation time.	H		
25.2	Please include a sample project plan.	H		
25.3	Describe the implementation team that will work on the deployment.	H		
25.4	Please identify the roles and responsibilities for customer in a typical implementation.	H		
25.5	Describe your largest installation in terms of number of users.	H		
25.6	Describe your approach to change management.	H		
26.7	Describe your approach to risk management.	H		
25.8	How is knowledge transferred from your team to the customer's ongoing support team?	H		

26		Support Requirements		
26.1	Please describe your Customer Support policy. Include information about response times, escalation policies, and hours of operation.	H		
26.2	Can users and administrators contact Support representatives via email or log inquiries online during non-business hours?	H		
26.3	Is support available 24x7?	H		
26.4	What is your escalation process?	H		
26.5	How frequently do upgrades occur? Describe a typical upgrade process.	H		
26.6	What is your release support policy?	H		

27		Training Requirements		
27.1	What is the recommended training curriculum for the proposed solution? Please describe the user roles to be trained and the number of hours and scope of their training	H		
27.2	Vendor must provide instructor led, live on-site training, resulting in City's ability to train all users.	H		

27.3	Do you also provide training via webcasts that can be used by new employees, ongoing?	M		
27.4	Do you offer self-paced learning opportunities or the ability to play back training sessions (e.g., for end-users who cannot attend at the scheduled class time)? Are there informal learning opportunities?	M		
27.5	How do you propose to train manager and employee self-service users?	L		
27.6	Training options must include train-the-trainer for City staff to continue to train new managers	H		
27.7	Vendor must provide editable training materials so we can customize for our environment	H		
27.8	Vendor must provide classroom, hands on training for all power users and admins	H		

SERVICE LEVEL AGREEMENT

The City desires the following SLA. Please comment on your ability to provide.

Vendor Responsibilities

Manage and support access to the System as described in this Agreement by ensuring the availability of the System and the Support portal. The City's responsibility is to maintain phone and Internet access to reach the System and the Support portal.

Respond to all Incidents related to the Services scope as defined.

- a) Work, in descending order, on Urgent through Normal Incidents logged on Vendor's Online Technical Support Center system.
- b) Provide support consisting of the following activities:
 1. Answer phone calls for urgent issues and Urgent reported incidents, and respond to user-entered Incidents on the Vendor's Online Technical Support Center system.
 2. Record Incidents in the Vendor's Online Technical Support Center system.
 3. Contact Customer leads and/or Key Contacts for further clarification of the Incident, and/or assign the appropriate resource(s) to work on the Incident.
 4. Maintain current status on Incidents assigned in Online Technical Support Center system and their progress towards resolution.
 5. Where there are multiple incidents with the same priority for a given skill or functional area, every Incident with the highest priority and urgency and which has been assigned by Customer to be worked on will be subject to SLA measurement.
 6. Correct and test the resolution of each Incident and work with other Customer team members or third party support specialists to implement the resolution and achieve closure using procedures specific to the Incident.
 7. Participate in the Incident Prioritization and Change Control meetings as mutually agreed upon. Document changes made in accordance with the process using agreed upon standards.
 8. Provide guidance to Customer Key Contacts on the appropriate use of the support processes and procedures.
 9. Log Service Requests for proactive issues identified and/or minor enhancements.
 10. Perform and prepare Root Cause Analysis reports on Priority 1 incidents and provide a Root Cause reason in the Customer's Service Desk for Priority 2 incidents.

Support Operations:

Vendor shall provide 24 x 7 system monitoring and Support. Please describe normal Support business hours and after hours Support procedures. Describe if any support is provided from offshore locations or in non-American English. Vendor will provide all contact information for Support and Customer services. Please describe your maintenance window frequency, schedule and estimated time. System must disaster recovery with a 4-hour Recovery Time Objective and a 2 hour Recovery Point Objective, or less.

Compensation Rebates

Downtime Rebate. Vendor will provide Customer with a Downtime Rebate as indicated below. The Downtime Rebate will be calculated monthly in arrears based on a monthly assessment by Vendor and Customer. If applicable, at the end of each month, Vendor will provide a credit for the amount resulting from the Rebate calculation. Vendor will credit future invoice(s) for the amount of the outstanding credit Rebate until such Rebate is credited in full. If the Agreement terminates and a Rebate has not been fully credited at the time of the termination, Vendor will promptly pay to the Customer the uncredited amount of the Rebate in full.

Service Level	Service Level Target	Credit Criteria	Service Level Credit%
Application Availability	99.5%	>= 99.0% and < 99.5% < 99.0%	10%; Additional 10%
Application Response Time	Less than two (2) seconds. 98.00%	< 98.00%	5%
Call time to Answer	30 seconds 85% of the time	30 seconds less than 85% of the time	5%
Time To Restore (TTR) Priority 1 (Mission Critical)	2 hours in 90% of the time	< 90% of Severity 1's restored within 2 hours	5%
Time To Restore (TTR) Priority 2 (Critical)	4 hours in 90% of the time	< 90% of Severity 2's restored within 4 hours	5%
Time To Restore (TTR) Priority 3 (Required)	8 hours in 90% of the time	< 90% of Severity 2's restored within 8 hours	5%
Service Desk Availability	Available by both phone, email and web 99.70%	Available <99.70%	5%
Root Cause Analysis	< 7 days 99% for Priority 1 <14 days 99% for Priority 2	< 7 days 99% for Priority 1, or <14 days 99% for Priority 2	5%