City of Kansas City, MO
Workday Deployment
Statement of Work

June 1, 2026

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Table of Contents

1. GLOSSARY

The table below holds a glossary for all acronyms listed in this document.

ACRONYM	DEFINITION
ACA	Affordable Care Act
AD	Active Directory
API	Application Programming Interface
Architect & Configure Stage	Second stage of the Workday methodology
BIRT	Business Intelligence and Reporting Tools
BPA	Business Process Alignment
BPO	Business Process Overview
CC	Cloud Connect
CCB	Change Control Board
CCTV	Closed Circuit Television
CLIENT	City of Kansas City, MO
CO	Change Order
COBRA	Consolidated Omnibus Budget Reconciliation Act
DAD	Deliverable Acceptance Document
DED	Deliverable Expectations Document
DITL	Day in the Life
Deploy Stage	Fourth stage of the Workday methodology
EE	Executive Engagement
EIB	Enterprise Interface Builder
ERP	Enterprise Resource Planning
FAQ	Frequently Asked Question
FDM	Foundation Data Model
FEIN	Federal Employer Identification Number
FTE	Full Time Equivalent
HCM	Human Capital Management
HR	Human Resources
ID	Identification
ILT	Instruction Led Training
IRS	Internal Revenue Service
LLA	Lowest Logical Airfare
LLP	Limited Liability Partnership
PACT	Polarity Approach to Continuity and Transformation
PMO	Project Management Office
PTO	Paid Time Off
Plan Stage	First stage of the Workday methodology
RFP	Request for Proposal
RFQ	Request for Quote
sFTP	Secure File Transfer Protocol
SLA	Service Level Agreement
SME	Subject Mater Expert
SOW	Statement of Work
SOX	Sarbanes-Oxley
TAPP	The Accenture Project Portal
Test Stage	Third stage of the Workday methodology
VDI	Virtual Desktop Infrastructure

VPN	Virtual Private Network
WD	Workday
WSS	Workday Strategic Sourcing

Table 0 Glossary

2. INTRODUCTION

This Statement of Work ("SOW") is made as of June 1, 2026 ("SOW Effective Date") by and between Accenture LLP ("Accenture") and Kansas City, Missouri, a constitutionally chartered municipal corporation ("CLIENT"). This SOW is subject to, and incorporates by reference, the terms and conditions of the State of Texas Department of Information Resources Contract For Services between the State of Texas ("State"), acting by and through the Department of Information Resources ("DIR") and Accenture LLP, DIR-CPO-5171, dated February 16, 2023 ("the Cooperative Agreement"), as appended by the parties in Addendum Nos. 1 and 2, mutually agreed upon by the parties ("Addendums") (the Cooperative Agreement and the Addendums, collectively forming the "Agreement"). In the event of a conflict in terms between this SOW, the Addendums, and the Cooperative Agreement, the order of precedence shall be as follows: the Addendum No. 1 and 2, then the SOW and then the Cooperative Agreement. All capitalized terms not otherwise defined herein shall have the same meaning as in the Agreement. Any specification, design, user requirements document, installation checklist, etc., attached hereto and explicitly referenced herein shall be part of this SOW. No terms or conditions of any purchase order will modify the terms of the Agreement or this SOW.

3. TERM

This SOW will commence on or around the SOW Effective date and will continue subject to annual fiscal appropriations through the earlier of (i) completion of the project, (ii) December 31, 2027; or (iii) its termination in accordance with this SOW or the Agreement.

4. APPROACH AND WORKDAY DEPLOYMENT METHODOLOGY

The approach utilized by Accenture to perform these Services includes a combination of Accenture's Business Process Alignment (BPA) and Business Readiness/Change Management and stages of the deployment as defined in the Workday Deployment Methodology of Plan, Architect & Configure, Test, and Deploy. The Business Process Alignment will be conducted prior to the deployment of and execution of the Workday Deployment Methodology. Business Readiness/Change Management will occur throughout the duration of the project. High level overviews and detailed verbiage of these three approaches and/or methodologies are found in Appendix A, Appendix B, and Appendix C.

5. HIGH LEVEL SCOPE

The scope of this SOW is for Services for the deployment of the following:

Appendix A defines the following Business Process Alignment (BPA) Services and the approach to deploying BPA. Also included in Appendix A is the six to eight week assessment from Definian, a subcontractor to Accenture.

- Executive Engagement (EE)
- Planning
- Current Business Process Day in the Life (DITLs) Review
- Workday Standard Business Process Overview (WD BPOs)
- Alignment of Current Business Processes with Workday Standards

- Business Process Alignment Report and Presentation

Appendix B defines the following Business Readiness/Change Management Services and the approach to deploying Business Readiness/Change Management.

- Change Ambassador Network
- Sponsorship Roadmap and Engagement Plan
- Business Readiness Strategy
- Life with Workday Workshops
- Communication Plan
- Impact Assessment
- Sustainability Plan
- Knowledge Sharing Plan
- Training Strategy
- Training Curriculum
- Training Material Development
- Pilot Training
- Training Delivery

Appendix C defines the following Workday implementation Services which includes the following functional areas and the methodology for deploying Workday.

HCM/Payroll – this grouping will be called HCM/Payroll throughout the SOW

- Human Capital Management (HCM) – Core Human Capital Management
- Advanced Compensation – Core Human Capital Management
- Benefits – Cloud Connect for Benefits
- Absence – Core Human Capital Management
- Scheduling - Scheduling
- Time Tracking – Time Tracking
- Payroll – Payroll for United States
- Recruiting - Recruiting
- Talent Management – Talent Optimization
- Learning Management System (LMS) – Learning and Cloud Connect for Learning

Financials – this grouping will be called Financials throughout the SOW

- Foundation Data Model (FDM) – Core Financials
- Financial Accounting – Core Financials
- Budgets – Core Financials
- Banking & Settlement – Core Financials
- Business Assets – Core Financials
- Suppliers – Core Financials
- Strategic Sourcing – Strategic Sourcing Expert
- Contract Lifecycle Management – Contract Lifecycle Management
- Procurement - Procurement
- Inventory - Inventory
- Expenses - Expenses
- Customers – Core Financials
- Projects - Projects
- Grants – Grants Management

Prism Analytics – Prism Analytics Enterprise

- 4 Use Cases (2 for Kansas City and 2 for KCPD)

Accenture's scope of Services is limited to those enumerated within this SOW including the specified deliverables ("Deliverables"), services ("Services"), tasks, activities or responsibilities enumerated in the Resources tables and approach figures and/or explanations and any written change orders executed by the parties. The Deliverables and the Scope of Services are the responsibility of Accenture; provided that, certain Deliverables and Services may be impacted by CLIENT performing certain Responsibilities under this SOW, as documented in this SOW. Professional and Deployment Services provided by Accenture will enable CLIENT to Move to Production on the Workday solution and retire the legacy applications while reducing manual processes and following leading practices.

6. TIMELINE

The Services provided by Accenture pursuant to this SOW will span the timelines set forth below. The estimated start, Move to Production, and end dates are bulleted below.

Project Management, Definian Assessment, EE/BPA, Business Readiness/Change Management, HCM/Payroll, and Financials.

- EE Start Date – June 1, 2026
- BPA Start Date - June 29, 2026
- BPA End Date – September 25, 2026
- Deployment Start Date – August 31, 2026
- Deployment Move to Production Date – September 18, 2027
- Deployment Hypercare and Warranty End Date – December 31, 2027

This Timeline is based upon CLIENT's scope, CLIENT's internal staffing levels, need for change management, and Accenture's experience on other Workday projects. The final timeline, task lists, and stage duration assessments will be completed during the Plan stage of the project. These or subsequent changes to the Timeline may result in mutually agreed changes that affect pricing and/or timelines. The parties agree to execute appropriate Change Orders to equitably adjust the project scope, schedule, or pricing to address such changes based on change process in Appendix D.

Accenture will be excused from failures to perform its obligations to the extent caused by (i) CLIENT'S failure to fulfill a Responsibility set forth in this SOW or (ii) CLIENT's failure to timely perform its responsibilities in the SOW (each of (i) and (ii), a "Failure"). In the event of a Failure, Accenture will promptly notify CLIENT, and the parties shall work together in good faith through the Governance Process to achieve a mutually agreed equitable solution that does not result in any material increase in the levels of time or costs to be incurred by Accenture. The adjustments shall be documented in a Change Order. Accenture shall exercise reasonable efforts to minimize any such adjustments, and all additional charges shall be based upon the applicable fixed fee costs. The parties will negotiate in good faith any such Change Order. The Change Order shall be CLIENT's sole and exclusive liability and Accenture's sole and exclusive remedy in the event of any CLIENT Failures.

The graphical timeline of the project is depicted below in **Figure 1**.

EE	BPA		BPA/PLAN	A&C					Test						Deploy	PPS		
M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19
Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27

Figure 1 Timeline

7. FEES AND PAYMENT SCHEDULE

This SOW is a fixed fee agreement between Accenture and CLIENT with fees to be paid at set milestones as defined in Section 7.2. Fees & Payment Schedule. Provided that any Failure by CLIENT does not materially impact Accenture's ability to perform the Services, Accenture will complete the Services defined in this SOW for a fixed price amount of **$16,472,592.00.** This fixed price does include the travel expenses.

7.1. Travel Expenses

Services will be performed both onsite and remote during the duration of the project. The travel expenses are included in the $16,472,592.00 in Section 7 Fees & Payment Schedule.

7.2. Payment Schedule

Accenture will invoice according to the Payment Schedule in Section 7 once signed DED/DADs have been received and such invoices will be due and payable according to Section 8 of the Cooperative Agreement. Each milestone has a 20% holdback which will be released at the completion of month 3 of hypercare. Submission and approval dates for each project Deliverable will be finalized upon completion of the project management plan during the Plan Stage of the engagement. If it becomes necessary to move a Deliverable from one month to another, Accenture will notify CLIENT and obtain CLIENT's written approval through the Change Control Process set forth in Exhibit D of this SOW. By approving the Change Order with the Deliverable movement, the CLIENT agrees that Milestone based payments may or may not change.

Payment Milestone	Deliverables	Target Invoice Date	Milestone Amount	Holdback (-)	Net Invoice Amount
Payment Milestone #1 Executive Engagement	#1 Vision Workshop, #2 Goals and Objectives Workshop	June 30, 2026	$756,567.66	$151,313.53	$605,254.13
Payment Milestone #2 BPA	#3 Business Process Alignment Kickoff, #4 High Level Project Plan, #5 Data History Options, #6 Data Cleanup and Validation Options	July 31, 2026	$886,073.29	$177,214.66	$708,858.63
Payment Milestone #3 BPA	#7 Stakeholder Identification and Engagement Plan, #8 Current Business Processes Day in the Life (DITL) Workshops, #9 Communication Timeline	August 31, 2026	$886,073.29	$177,214.66	$708,858.63
Payment Milestone #4a BPA/Plan	#10 Current Key Business Processes performed in Workday, #11 Preliminary Foundation Data Model Structure, #12 Actionable Plan from DITLs and WD BPOs, #13 Business Process Alignment Workshop and Final Report, #14 High-Level Impact Assessment, #15 Sustainability Plan	September 30, 2026	$337,077.92	$67,415.58	$269,662.33
Payment Milestone #4b BPA/Plan	#16 Current Key Reports Inventory, #17 Initial Integration Strategy, #18 Initial Integrations Inventory and Diagram/Pattern, #19 Solution Reference Architecture – Definian, #20 Supporting Narrative – Definian, #21 Recommendation Summary – Definian	September 30, 2026	$337,077.92	$67,415.58	$269,662.33

Payment Milestone	Deliverables	Target Invoice Date	Milestone Amount	Holdback (-)	Net Invoice Amount
Payment Milestone #4c BPA/Plan	#22 Project Management Plan, #23 Initial Deployment Data Gathering Workbook, #58 Foundation Tenant Data, #24 Foundation Tenant, #25 Integration Discovery and Tracker, #26 Communication Plan, #27 Leadership / Sponsorship Workshop and Support, #28 Project Kickoff	September 30, 2026	$337,077.92	$67,415.58	$269,662.33
Payment Milestone #5 Architect & Configure	#29 Test Strategy and Plan, #30 Business Readiness / Change Management Strategy, #31 Success Criteria Workshop, #32 Organizational Readiness Assessment	October 31, 2026	$1,264,671.67	$252,934.33	$1,011,737.34
Payment Milestone #6 Architect & Configure	#33 Final Integration Strategy, #34 Data Migration Strategy and Tenant Management Plan	November 30, 2026	$1,310,249.51	$262,049.90	$1,048,199.61
Payment Milestone #7 Architect & Configure	#35 Accenture Integration Requirements and Field Mapping – Wave A, #36 Report Workshop w/ Reports	December 31, 2026	$1,340,709.98	$268,142.00	$1,072,567.98
Payment Milestone #8 Architect & Configure	#37 Accenture Integration Requirements and Field Mapping – Wave B, #38 Design Decision Guides and/or Workbooks	January 31, 2027	$1,354,484.10	$270,896.82	$1,083,587.28
Payment Milestone #9 Architect & Configure	#59 Configuration Tenant Data, #39 Configuration Tenant, #40 Impact Assessment	February 28, 2027	$1,386,921.32	$277,384.26	$1,109,537.05
Payment Milestone #10 Test	#41 Accenture Integration Requirements and Field Mapping – Wave C	March 31, 2027	$1,266,921.32	$253,384.26	$1,013,537.05
Payment Milestone #11 Test	#60 End to End Tenant Data, #42 End to End Tenant, #43 Smoke Test Results	April 30, 2027	$1,185,806.19	$237,161.24	$948,644.95
Payment Milestone #12 Test	#44 Knowledge Sharing Plan, #45 Cutover Plan	May 31, 2027	$1,122,116.35	$224,423.27	$897,693.08
Payment Milestone #13 Test	#46 Accenture Developed Integrations Test Results – Wave A, #61 Parallel Tenant Data, #47 Parallel Tenant	June 30, 2027	$790,306.99	$158,061.40	$632,245.59
Payment Milestone #14 Test	#48 Accenture Developed ACFR Reporting, #49 Accenture Developed Integrations Test Results – Wave B	July 31, 2027	$636,507.90	$127,301.58	$509,206.32
Payment Milestone #15 Test	#50 Accenture Developed Integrations Test Results – Wave C	August 31, 2027	$461,238.88	$92,247.78	$368,991.10

Payment Milestone	Deliverables	Target Invoice Date	Milestone Amount	Holdback (-)	Net Invoice Amount
Payment Milestone #16 Deploy	#51 Move to Production Authorization Form, #58 Gold Tenant Data, #52 Gold Tenant, #53 Marketing the Change Workshop	September 30, 2027	$438,431.72	$87,686.34	$350,745.38
Payment Milestone #17 Hypercare	#54 Month 1 of Hypercare Completed	October 31, 2027	$187,139.08	$37,427.82	$149,711.27
Payment Milestone #18 Hypercare	#55 Month 2 of Hypercare Completed	November 30, 2027	$187,139.00	$37,427.80	$149,711.20
Release of Holdback	#56 Month 3 of Hypercare Completed, #57 Recognize the Value Workshop	December 31, 2027	$0.00	$0.00	$3,294,518.40
	Total of Payments		$16,472,592.00	$3,294,518.40	$16,472,592.00

Table 1 Payment Schedule

8. Deliverable Criteria

Accenture requires that the project has a Deliverable Expectation Documents (DED) and Deliverable Acceptance Documents (DAD) process completed from start to finish by Accenture and CLIENT project management with support from the project team. A DED is completed for each Deliverable at the start of each phase or stage of the project. The DED provides the details of the Deliverable so it is clear to Accenture and the CLIENT what must be accomplished for the Deliverable to be approved. Deliverable work will not commence until an approved DED is in place for said Deliverable. In the event the CLIENT requires adjustment to a DED, such adjustments will be communicated in writing to Accenture within five (5) business days of receipt or as otherwise agreed upon in writing. Accenture will address such adjustments within two (2) business days and re-submit the DED. Final acceptance of the DED by the CLIENT will be done in no more than ten (10) business days from the initial DED submission, unless further revisions are requested by CLIENT following redelivery of the DED by Accenture, or as otherwise agreed upon in writing. The DED submission timeline includes the collaborative efforts to come to an agreement between Accenture and the CLIENT during the final single business day.

Once each Deliverable is completed, the DAD will be presented with the Deliverable backup (as described in the DED) for acceptance. For final acceptance, the Deliverables reflect near-real-time co-creation, so CLIENT acceptance of a Deliverable will be relatively occurring during the same period of time with the creation of the Deliverable. In the event the CLIENT requires adjustment to a Deliverable, such adjustments will be communicated in writing to Accenture within five (5) business days of receipt or in such a timeframe as mutually agreed-upon in writing. Accenture will address such adjustments within two (2) days and re-submit the Deliverable. Final acceptance of the DAD by the CLIENT will be done in the time period specified in each DED, provided that in general, such time period shall in no event exceed fifteen (15) business days from the initial DAD submission, unless further revisions are requested by CLIENT following redelivery of the DED by Accenture, or as otherwise agreed-upon. The DAD submission timeline includes the collaborative efforts to come to an agreement between Accenture and the CLIENT during the final single business day. Failure of CLIENT to timely notify of the acceptance or rejection, shall be deemed as the Service/Milestone/Deliverable to have been accepted.

All of the project documents including the DED and DAD will be stored in The Accenture Project Portal (“TAPP”). Accenture intends to use its proprietary tool, TAPP, which constitutes Accenture pre-existing intellectual property. Accenture and/or its third-party licensors remain the sole owner of all intellectual property rights in TAPP (including any modifications, enhancements, customizations, configurations, or derivatives made thereto). No intellectual property rights are granted to the CLIENT in TAPP, other than the right to use and access TAPP for purposes of the project. Client remains the sole owner of all intellectual property rights in any materials from the project that are stored in TAPP (subject to Accenture's rights in its pre-existing intellectual property), and CLIENT shall have the right to copy, download and export any files or other materials contained in TAPP in relation to the project at any time, including without limitation, once the project is complete.

9. Issue Escalation

CLIENT's Project Manager is the escalation point for all employees of CLIENT assigned to the project. Accenture's Project Manager is the escalation points for all employees of Accenture assigned to the project. CLIENT's Project Manager and Accenture Project Manager will work closely together to resolve any issues between CLIENT and Accenture. The Steering Committee is the escalation point for the CLIENT Project Manager and the Accenture Project Manager. If there is an issue with either CLIENT's Project Manager or Accenture's Project Manager, the Steering Committee members will contact their peer on the committee to resolve issues within 5 business days after identifying the issue. The Steering Committee shall promptly resolve all escalated issues, if necessary, by convening a meeting and obtaining direction from the appropriate people within CLIENT's organization and Accenture's organization.

10. Project Changes

The parties acknowledge and agree that the avoidance of project delays is material to CLIENT's use of Professional Services and Accenture's ability to provide the Professional Services. In the event of any project delay due to the fault of CLIENT, Accenture, or causes not in the control of either party, the parties will attempt to mitigate the effects of such delay. If the issue escalation process has been exhausted, either party may convene a Steering Committee meeting, through coordination with the CLIENT Project Manager, to resolve such delays and to develop a mutually agreed upon solution. The Steering Committee will take into consideration the cause of the delay and negotiate in good faith. In the event that the Steering Committee determines there are project scope impacts, a mutually agreed upon change order will be entered into pursuant to the Change Order Process defined in the Appendix D of this SOW. Both parties agree that material changes to scope and/or schedule that impact work effort may require a change to fees; those that do not will be processed with a no-cost change order.

11. Warranty

Accenture warrants its Services and Deliverables for up to 90 days after acceptance denoted by the Move to Production (the "Warranty Period ") that conform to the Production Tenant and are identified within the first 45 days of the Warranty Period. The 90 days of the Warranty Period will run concurrently with hypercare support from the Move to Production. If after 90 days, the initial run of business operation transactions for quarter end close, year-end close including W-2 and 1099 processing, and open enrollment have not been executed, the initial run of that transaction as configured will be covered up to 30 days after first execution. The CLIENT will promptly notify Accenture in writing of any issues in its Services and Deliverables which do not conform to the Production Tenant during the Warranty Period and will provide Accenture with adequate information to identify and replicate the circumstances in the Workday Sandbox Tenant in which such issue was discovered in Production.

The responsibility of Accenture with respect to this warranty is limited to, as soon as is reasonably practicable, to resolve any issues that cause the affected Service or Deliverable not to conform to the Production Tenant. The CLIENT shall provide Accenture with access, in a timely manner, to Workday Sandbox tenant with Production issue included for Accenture to complete such work followed by testing and acceptance by the CLIENT. Accenture will provide such resolutions at no additional charge to the CLIENT and will work with the CLIENT to move the resolution into Production.

The warranty set out in this Section will not apply to the extent that the Accenture Service or Deliverable does not conform to the Production Tenant to the extent an issue arises from: (1) except as otherwise set forth in this SOW, any person (other than Accenture, its subcontractors, or without Accenture's permission or direction) making any revisions or modifications to the Production Tenant after its acceptance denoted by the Move to Production and (2) except as otherwise set forth in this SOW, any CLIENT or other third party hardware or software contained within the Service or Deliverable or linking or interfacing to it, (other than Applaud software or any other software Accenture procures for its use on the project) or the use or operation of the Service or Deliverable other than in accordance with applicable documentation provided by Accenture.

12. Key Personnel

Accenture understands that project resources are essential to the Services being performed, and that continuity of the key personnel that have been named below are required for the duration of the SOW. The key personnel and/or positions listed below may, with the consent of CLIENT, be amended from time to time during the SOW to either add or delete key personnel and/or positions as appropriate. CLIENT's consent shall not be required in the event of any circumstances beyond Accenture's reasonable control, such as illness or resignation of any such key personnel; provided that, Accenture agrees to replace any such key personnel with another individual with equal or greater qualifications.

Prior to diverting any of the personnel assigned to these positions to other programs, Accenture shall notify the CLIENT Project Manager reasonably in advance (not less than three (3) weeks and shall submit justification for the change, including proposed substitutions) in sufficient detail to permit CLIENT's evaluation of the impact on the project. For any changes requested, Accenture will be responsible for substituting personnel with equal or greater qualifications as originally approved and used.

CLIENT reserves the right to request Accenture key personnel to be removed or replaced in its reasonable discretion, and Accenture will replace key personnel within ten (10) business days of CLIENT's request with a substitute personnel with equal or greater qualifications as the original Accenture personnel.

The following key personnel will be staffed by Accenture.

Role	Name
Delivery Lead	Dawn Maguregui
Project Manager	Brent Moran
Change Management Lead	Melissa Karolak
Technical/Integration Lead	Justin Corey
Data Migration Lead	Deborah Johnson

Table 2 Key Personnel

13. Optional Services

The CLIENT expressed interest in the Request for Proposal process for Accenture Management Services (AMS). The AMS item is not a part of this SOW; however, the CLIENT can negotiate directly for this item outside this SOW. The AMS services would need to be contracted by the time of Move to Production in order to have time for knowledge transfer from the deployment team.

14. Schedules, Exhibits and Appendices

Schedules, Exhibits and Appendices – these terms are used interchangeably and refer to the following documents. This SOW specifically excludes any document not referenced herein **Table 2**.

Reference	Description
A	Accenture Business Process Alignment Approach
B	Accenture Business Readiness/Change Management Approach
C	Workday Deployment Methodology
D	Accenture Change Control Process
E	CLIENT Authorized Acceptance Approvers
F	Sample Approval of Acceptance
G	Remote Protocols
H	Requirements Instructions
I	Requirements Traceability Matrix

Table 3 Appendices

15. REMOTE WORK

Remote Work Solution. In addition to performing Services from those Accenture and the CLIENT Locations specified in the SOW, Accenture personnel may perform the Services or any portion of the Services remotely, provided that performing remotely does not (i) adversely impact Accenture's ability to perform its obligations under the SOW; or (ii) require any increase to the Fees.

Accenture personnel will perform the Services remotely in accordance with the Remote Work Protocols in Appendix G. The Parties agree that the remote work solution, and continued need for the same, shall be assessed by the Parties from time to time, and at such times the Parties will agree whether to continue with the remote work solution or consider other options and price accordingly if necessary.

For Services provided on a remote basis, any contractual requirements to provide physical and environmental security controls (e.g., secure bays; security guards; CCTV) at the Accenture Service locations will not apply to remote work locations. In addition, where Accenture personnel are required to access CLIENT systems from a remote work location, such access will only occur using devices and access points approved by CLIENT in accordance with Appendix G "Remote Work Protocols." Remote work locations include Accenture offices and/or Accenture approved employee home office locations.

The authorized representatives of the parties have signed this SOW.

Accenture LLP	**CLIENT**
Accenture LLP	Kansas City, Missouri
Signature	Signature
Printed Name	Printed Name
Title	Title
Date	Date

Approved as to Form

Assistant City Attorney

Appendix A: Business Process Alignment Approach

1. Approach

Accenture uses a Business Process Alignment (BPA) approach to support organizations in conducting a review of their HCM/Payroll and Financials business processes prior to the start of the Workday deployment. Accenture will lead CLIENT in identifying key areas of the organization's HCM/Payroll and Financials processes, documenting those business processes, determining the differences between the current processes and Workday standard processes, and identifying areas of standardization. Accenture will conduct strategy sessions related to data, integration, and reporting that will be leveraged in the deployment project. This BPA will provide an opportunity for CLIENT to review current business practices in the context of a Workday deployment, recognize such benefits as process standardization, introduce and familiarize users with Workday technology, and prioritize policy and process changes.

Accenture will also provide an Executive Engagement program as part of the BPA approach. The Executive Engagement program is a series of five workshops conducted by Accenture for Executives, Steering Committee, and Functional Leads. The workshops start right before BPA and continue through deployment. The program focuses on identifying the vision executives have for implementing Workday and gain an understanding of strategies and objectives and define how success will be measured. Metrics will be tied back to the overall organizational goals and key objectives and through the workshops communicated with the project team. The workshops will prepare participants to actively promote the project while continuing to keep an eye on the vision and goal of implementing Workday.

The following approach will leverage Accenture's consulting experience, leading tools and methodologies, and standards inherent in the Workday solution to conduct the BPA. Accenture's approach is composed of six components:

- Executive Engagement (EE)
- Planning
- Current Business Process Day in the Life (DITLs) Review
- Workday Standard Business Process Overview (WD BPOs)
- Alignment of Current Business Processes with Workday Standards
- Business Process Alignment Report and Presentation

2. Roles and Responsibilities

Accenture is the party that is primarily responsible for organizing, defining and creating the Deliverables; provided that, CLIENT will have certain Responsibilities in performing tasks or providing input or other information as part of certain Deliverables, which will be delineated below. As part of Client Responsibilities, Client will be responsible for delivering certain materials as set forth in each applicable table of Client Tasks below ("Client Supplied Materials"), that will be completed within the stage of the project in which each is listed. The list of Deliverables includes those for the Business Process Alignment approach. The list of Client Supplied Materials includes those for the Business Process Alignment approach.

2.1 Client Tasks by Role for BPA

Below are the CLIENT tasks by role for BPA and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executives - Estimated FTE: 6-8 team members.
Participate in Vision Workshop, during Executive Engagement.
Participate in Goals and Objectives Workshop, during Executive Engagement.
Speak at each, BPA kickoff.
Attend BPA final readout presentations.
Attend Steering Committee meetings.
Address any escalations during recurring Steering Committee meetings or an emergency Steering Meeting called if necessary.
Executive Sponsor to meet with ACN Leadership on a regular cadence.
Project Manager - Estimated FTE: 1 team member.
Attend two or three project readiness meetings with ACN EEs and project manager to review Workday training, resourcing tool, and expected participates for all EE and BPA workshops/work sessions.
Schedule all fundamental trainings for Leads and possibly some SMEs to be completed by the start of Architect & Configure stage.
Work with ACN PM to schedule a project team meet and greet.
Work with ACN PM to schedule a TAPP training session.
Attend TAPP training.
Work with ACN PM to schedule, prepare, and conduct BPA kickoff.
Review BPA schedule, Accenture and Definian assessment schedule with ACN PM.
Review BPA high-level plan in TAPP with ACN PM.
Review all BPA and Plan DED/DADs with ACN PM and upon agreement, provide DED signoff for each.
Work with ACN PM to set cadence for PM daily touchpoints, PMO weekly status meetings, weekly Lead status meetings. Set cadence for sharing responsibility to prep for, conduct, and document minutes for noted meetings.
Work with ACN PM to review project risks in TAPP and set cadence for monthly review.
Manage the day to day of the project for all CLIENT resources and escalate issues as appropriate.
Attend BPA sessions as much as possible.
Provide approval and signoff for all DADs for BPA deliverables as completed.
Functional Leads - Estimated FTE: 9-11 team members.

Attend TAPP training.
Attend BPA Kickoff, for appropriate session.
Work with CLIENT PM to make sure invitees to BPA sessions cover all of the major areas for the CLIENT.
Participate in appropriate DITL sessions to inform ACN Leads of all requirements, current business processes, current reporting, and current integrations.
Participate in appropriate WD BPO sessions to relate the current legacy processes to Workday and point out any missing pieces.
Review appropriate alignment opportunities and decisions papers with ACN Leads for each functional area to come to agreement on findings for inclusion in final readout and report. Work with ACN Leads to select some alignment opportunities to present during the final readout.
Appropriate Leads participate in FDM sessions to create preliminary FDM structure.
Appropriate Leads will participate in data gathering workbook sessions for Foundation Tenant builds.
Subject Matter Experts - Estimated FTE: 18-33 team members.
Attend TAPP training.
Attend BPA Kickoff, for appropriation sessions.
Participate appropriate DITL sessions to inform ACN Leads of all requirements, current business processes, current reporting, and current integrations.
Participate in appropriate WD BPO sessions to relate the current legacy processes to Workday and point out any missing pieces.
Integration Developer - Estimated FTE: 2 team members.
Attend TAPP Training.
Attend each BPA Kickoff.
Participate in all integration and Prism sessions.
Review integrations inventory and diagram/pattern with ACN Leads for integrations.
Review potential Prism use cases and labor Extend use case with ACN Leads for Prism.
Participate in integration session to review vendor letters and assign a CLIENT resource to send them out with an expected return date by the start of each Architect & Configure per the project plan.
Assigned CLIENT resource send vendor letters and follow up to receive requested information back by the start of each Architect & Configure per the project plan.
Data Migration Lead - Estimated FTE: 2 team member.
Attend TAPP training.

Attend each BPA Kickoff.
Participate in data history options, data cleanup and validation options, and data migration strategy sessions.
Participate in reporting inventory session and gather all current reports from CLIENT Leads and/or SMEs.
Review all Deliverables for data history options, data cleanup and validation options, and data migration strategy with ACN data lead.
Participate in meetings to review data gathering workbooks for Foundation Tenant builds.
Data Strategy Lead - Estimate FTE: 1 team member.
Attend TAPP training.
Attend BPA Kickoff.
Provide Accenture and Definian with data access for each data source as required.
Support Accenture and Definian with following activities; data extraction via ODBC, applaud conversion environment, data workshops, data profiling reports, USPS address standardization reports, custom data analysis reports, and data assessment readout and recommendations.
For any defined Data Source that cannot be accessed through Applaud via direct ODBC, CLIENT will provide raw, source data extracts in a format mutually agreed upon by Accenture and Definian and CLIENT for import to the Applaud conversion environment. Accenture and Definian will work with CLIENT to manage data extract requests and ensure all required bulk-data extracts are documented.
Reporting Lead - Estimated FTE: 2-4 team members.
Attend TAPP training.
Attend BPA Kickoff.
Participate in reporting inventory session and gather all current reports from CLIENT Leads and/or SMEs. Invite CLIENT Leads and/or SMEs to session as applicable.
After reporting inventory session, finalize report inventory and gather samples of all current reports to be available for ACN Reporting Lead at the start of Architect & Configure stage.
Change Lead - Estimated FTE: 2 team members.
Attend TAPP training.
Attend BPA Kickoff.
Participate in Change Management Overview session.
Participate in Life with Workday/ Knowledge Sharing Process session.
Participate in Change Management Stakeholder Identification session.

Participate in Change Management Communication Planning session.
Participate in Business Readiness Assessment session.
Participate in Change Management Campaign/Marketing Planning session.
Participate in Sustainability session.
Review Deliverables prepared by ACN Change Lead from above sessions with ACN Change Lead.
Attend other BPA sessions as available.

Table 4 – Client Tasks by Role for BPA

2.2 Accenture Tasks by Role for BPA

Below are the Accenture tasks by role for BPA and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues.

Executive Sponsor(s)/Delivery Lead - Estimated FTE: 1 team member at 0.20 FTE (Managing Director) and 1 team member at 0.25 FTE (Delivery Lead).
Determine meeting cadence with executive sponsor outside of SC meetings for timely project communications.
Set cadence with internal PM.
Attend PMO, SC, and internal status meetings.
Speak at BPA kickoff.
Attend BPA sessions.
Attend BPA final readout presentation.
Address any escalations.
Executive Engagement Leads - Estimated FTE: 2 team members at 0.25 FTE in total at various times during the project.
Conduct up to five project readiness meetings with CLIENT project manager to review Workday training, resourcing tool, and expected participants for all EE and BPA workshops/work sessions.
Conduct Vision Workshop.
Conduct Goals and Objectives Workshop.
Compile inputs from Vision Workshop, present back to CLIENT executives, and share CLIENT's final overall vision on moving to Workday; governance structure and resource approach to Change Management and Project Management Office to be utilized in communication throughout the project.
Compile inputs from Goals and Objectives Workshop, present back to CLIENT executives, and share final Workday project goals and the connection to vision and overall organization goals and guiding principles to Change Management and Project Management Office to be utilized in communication throughout the project.
Project Manager - Estimated FTE: 1 team member at 0.50 FTE for 3 months.
Work with CLIENT PM to schedule a project team meet and greet.
Work with CLIENT PM to schedule a TAPP training session.
Work with CLIENT PM to schedule, prepare, and conduct BPA kickoffs.
Develop BPA schedules, Accenture and Definian assessment schedules, and collaborate with CLIENT PM to review and reach agreement on the baseline schedule for each. Once agreement is reached, update the schedules accordingly and provide a baseline schedule to CLIENT PM for distribution.
Maintain the master project schedule and update it on a regular basis to reflect progress, changes, or delays. Coordinate all schedule updates with the CLIENT PM to ensure alignment.
Complete each BPA project plan in TAPP and review with CLIENT PM.

Prepare DED for each BPA Deliverable and present to CLIENT PM. Upon agreement, obtain DED signoff for each BPA Deliverable. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Work with CLIENT PM to set cadence for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Set cadence for sharing responsibility to prep for, conduct, and document minutes for noted meetings.
Monitor the status of all BPA Deliverables and ensure timely completion. Provide weekly status updates to the CLIENT PM, clearly identifying any tasks or deliverables that are at risk, delayed, or require escalation
Work with CLIENT PM to review project risks in TAPP and set cadence for monthly review. Work with CLIENT PM to ensure timely resolution or escalation of project risks and issues.
Set cadence for internal HCM/Pay, Financials, and cross-functional weekly meetings.
Document minutes on weekly internal meetings in TAPP.
Manage the day-to-day of the project for all Accenture resources and escalate issues to Delivery Lead as appropriate.
Attend BPA sessions as much as possible.
Complete actionable plan, PowerPoint, and final report for each BPA including decision papers.
Lead presentation of alignment opportunities, statistics, etc. of each BPA results.
Facilitate acceptance and signoff of the Deliverable's DAD. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized. Provide to Delivery Lead for invoicing.
Prepare DED for each PLAN Deliverable and present to CLIENT PM. Upon agreement, obtain DED signoff for each PLAN Deliverable. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Functional Leads - Estimated FTE: 2 team members 0.50 FTE each for three months 8 team members 0.50 FTE each for two months and 0.05 FTE each for 2 months.
Work with ACN PM to set appropriate BPA schedules.
Attend BPA Kickoffs.
Review RTM and any materials provided by the CLIENT; such as contracts, policies, or any “as-is” documents before conducting any sessions.
Prepare agendas for appropriate DITL sessions including discovery items from RTM, business processes, reporting, and integrations.
Facilitate appropriate DITL sessions and document in Design Decision Guides or TAPP items.
Prepare agendas for appropriate BPA sessions.
Conduct WD BPO sessions and document additional findings in Design Decision Guides or TAPP items.
Document appropriate alignment opportunities and decision papers.
Review appropriate alignment opportunities and decisions papers with CLIENT Leads for each functional area.
Provide reviewed appropriate alignment opportunities and decision papers to Accenture PM for incorporation in final reports.
FDM lead, set cadence and conduct multiple FDM sessions to create preliminary FDM structure and start on value identification.
Keep TAPP up to date.
Integration Lead - Estimated FTE: 1 team member at 0.50 FTE for 3 months and 0.05 FTE for 1 month.
Work with ACN PM to set BPA schedules.
Attend BPA Kickoffs.
Prepare agendas for all integrations, Prism, and Extend sessions.
Conduct all integration, Prism, and Extend sessions.
Document integrations inventory and diagram/pattern for HR/Payroll and Financials.
Document potential Prism use cases for HR/Payroll and Financials and labor Extend use case for HR/Payroll.
Review integrations inventory and diagram/pattern for HR/Payroll and Financials with CLIENT Leads for integrations.

Review potential Prism use cases for HR/Payroll and Financials and labor Extend use case for HR/Payroll with CLIENT Leads.
Provide all reviewed integrations inventory, diagram/pattern, potential Prism use cases, and labor Extend use case to Accenture PM for incorporation in each BPA final report.
Conduct integration session to review vendor letters for HR/Payroll and Financials.
Data Migration/Reporting Leads - Estimated FTE: Data - 1 team member at 0.50 FTE for 3 months and Reporting - 1 team member 0.50 FTE each for two months and 0.05 FTE each for 2 months.
Work with ACN PM to set BPA schedules.
Attend BPA Kickoffs.
Prepare each BPA agendas for data history options, data cleanup and validation options, and data migration strategy sessions.
Prepare each BPA agenda for reporting inventory sessions.
Conduct each BPA data history options, data cleanup and validation options, and data migration strategy sessions.
Conduct each BPA reporting inventory sessions and gather all current reports from CLIENT Leads and/or SMEs.
Prepare each BPA Deliverables data history options, data cleanup and validation options, and data migration strategy and review with CLIENT data lead.
Provide all reviewed Deliverables to Accenture PM.
Set cadence of meetings to review data gathering workbooks for Foundation Tenant builds.
Conduct meetings to review data gathering workbooks for Foundation Tenant builds and collaborate on deadlines for data file extractions with CLIENT.
Definian Data Strategy Lead - Estimated FTE: 1 team member for 6-8 weeks during BPA.
Work with ACN PM to set Accenture and Definian assessment schedule.
Attend BPA Kickoffs.
Determine Relevant Data Assets.
Conduct Workshops.
Conduct Quality Data Analysis.
Provide Findings and Recommendations to CLIENT Project Manager, Data Assessment Lead, and others the CLIENT invites.
Provide final assessment Deliverable to ACN PM.
Business Readiness/Change Management Lead - Estimated FTE: 1 team member at 0.50 FTE for 3 months.
Work with ACN PM to set BPA schedules.
Attend BPA Kickoffs.
Prepare agendas for all Change Management sessions.
Conduct Guiding Principles sessions.
Conduct Change Management Overview session(s).
Conduct Life with Workday/ Knowledge Sharing Process sessions.
Conduct Change Management Stakeholder Identification sessions.
Conduct Change Management Communication Planning sessions.
Conduct Business Readiness Assessment sessions.
Conduct Change Management Campaign/Marketing Planning sessions.
Conduct Sustainability sessions.
Prepare and review Deliverables from above sessions with CLIENT Change Lead.
Provide all reviewed Deliverables to ACN PM.
Attend BPA sessions.
Document impact assessment for alignment opportunities per functional area and work with ACN PM to incorporate into final reports.

Table 5 – Accenture Tasks by Role for BPA

3. Business Process Alignment Approach and Deliverables

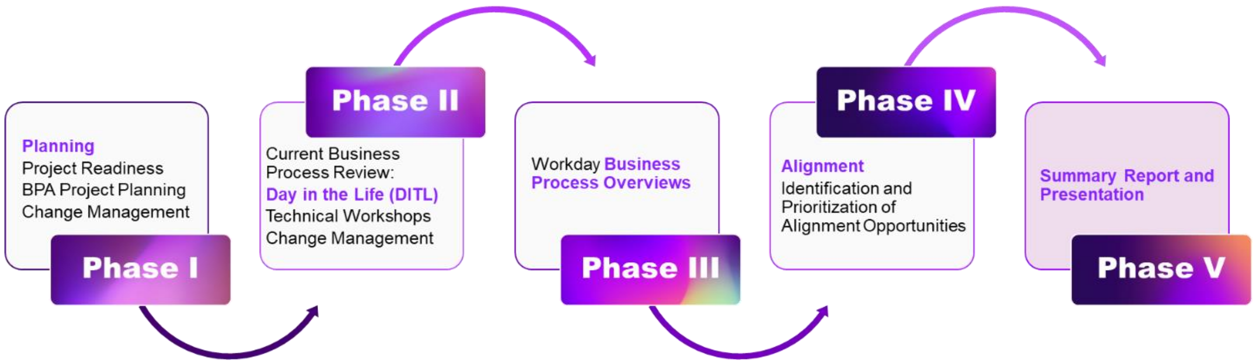

Figure 2 Business Process Alignment Approach

3.1 Deliverables

The following in **Table 6** are the Deliverables Accenture will develop during Business Process Alignment and the Acceptance Criteria listed is a starting point for the DEDs:

Deliverable	Description
#1 Vision Workshop	Executive Engagement Vision Workshop conducted with executives to understand CLIENT's vision and goals on moving to Workday. Acceptance Criteria – Vision Workshop conducted and documented.
#2 Goals and Objectives Workshop	Executive Engagement Goals and Objectives Workshop conducted with executives utilizing overall client goals to determine the Workday project goals and the connection to overall organization goals and guiding principles. Acceptance Criteria – Objectives Workshop conducted and documented.
#3 Business Process Alignment Kickoff	Accenture will meet with the CLIENT's project team members to organize the BPA project and refine the work plan and schedule. The purpose of the initial meeting is to review the overall BPA project vision, scope, and approach, as well as the CLIENT's project team and the respective roles of the CLIENT and Accenture. Acceptance Criteria – Business Process Alignment kickoff conducted and documented.
#4 High Level Project Plan	Based on information gathered in previous activities, Accenture will refine a high-level project plan template that contains project scope, time frames, milestones, and resources. Acceptance Criteria – High Level Project Plan documented.
#5 Data History Options	Accenture will facilitate a discussion with CLIENT in a workshop environment with the intent to provide options for addressing any data history requirements for the deployment project and post Move to Production. The Accenture data consultant will conduct a more in-depth Data History Workshop during the deployment. Acceptance Criteria – Data history options documented.
#6 Data Cleanup and Validation Options	The Accenture data migration consultant will provide the CLIENT with options for performing data cleanup and validation. Acceptance Criteria – Data cleanup and validation options documented.

#7 Stakeholder Identification and Engagement Plan	Accenture will work with the CLIENT to identify all stakeholders by role and department throughout the organization. A Stakeholder Engagement approach focusing on activities for each of the stakeholder groups will be developed. Acceptance Criteria – The Stakeholder Engagement Plan is developed.
#8 Current Business Processes Day in the Life (DITL) Workshops	Through a series of Day in the Life (DITL) workshops facilitated by Accenture, the CLIENT project leads will walk Accenture through current CLIENT processes. The CLIENT project team and Accenture's functional consultants will review and document the CLIENT's key HCM/Payroll and Financials business processes that will be supported, improved, and automated in the new Workday environment. Acceptance Criteria – Current business processes reviewed during workshops and documented in design workbooks.
#9 Communication Timeline	Accenture will provide CLIENT with a Communication Timeline that outlines when the communication activities will be executed during the course of the deployment. The results of the Communication Timeline will be incorporated into the deployment's Communication Plan. Acceptance Criteria – Communication timeline documented.
#10 Current Key Business Processes performed in Workday	Accenture functional consultants will present key HCM/Payroll and Financials business processes using Workday standard processes; Accenture will capture differences between current processes and Workday standards. Acceptance Criteria – Current key business processes demonstrated in Workday during workshops and differences documented.
#11 Preliminary Foundation Data Model Structure	Accenture functional consultants will work with the CLIENT to determine the new Foundation Data Model for Workday. This will be the preliminary structure and completed during the Architect & Configure Stage. The Foundation Data Model will replace the existing chart of accounts in the legacy system. Acceptance Criteria – Preliminary Foundation Data Model documented.
#12 Actionable Plan from DITLs and WD BPOs	Based upon the differences documented in the WD BPOs, Accenture and CLIENT will develop an actionable plan for the CLIENT to execute to align the differences. Acceptance Criteria – Documented alignment opportunities based on DITL and WDBPO workshops.
#13 Business Process Alignment Workshop and Final Report	Accenture will conduct an alignment workshop to review alignment opportunities and discuss actionable plan and priorities. Based on the information gathered in the BPA initiative, Accenture will develop a report reflecting the BPA initiatives. This report will be presented to the Executive Sponsors and project team. Acceptance Criteria – Documented alignment opportunities based on DITL and WDBPO workshops.
#14 High-Level Impact Assessment	Accenture will lead the assessment of the business process changes based on identified alignment opportunities that will affect the end-user population. Information will be captured and subsequently incorporated into the Communication Plan during the deployment so that impacts may be introduced in a manner that is participatory and involves two-way communication. Acceptance Criteria – High level impact assessment analysis documented into final alignment opportunities report.
#15 Sustainability Plan	Accenture, with input from the CLIENT, will create a plan to provide a roadmap to guide CLIENT in planning for their post production support model including communication, training, and user support needs related to the applications.
#16 Current Key Reports Inventory	Create or refine the current key reports inventory for the projects as a whole including required ACFR reports; validate the reports information in the DITLs and WD BPOs; this information will be used as an accelerator to the Workday design sessions when the deployment project starts. Acceptance Criteria – Reports inventory documented.

#17 Initial Integration Strategy	Define and document the integration strategy for integrations identified to this point including type, tools, and test plan. Acceptance Criteria – Initial Integration Strategy documented.
#18 Initial Integrations Inventory and Diagram/Pattern	Create or refine the current integrations inventory and diagram; validate the integrations information in the DITLs and WD BPOs; this information will be used as an accelerator to the Workday design sessions when the deployment project starts. Acceptance Criteria – Document integration inventory based on alignment opportunity findings.
#19 Solution Reference Architecture - Definian	Providing a visual depiction of the aligned target data landscape supporting a future Workday implementation tailored to the CLIENT.
#20 Supporting Narrative - Definian	Documenting observations, desired state vision, and design considerations.
#21 Recommendation Summary - Definian	Outlining prioritized actions for the CLIENT to execute.

Table 6 Deliverables Produced for BPA by Accenture

The following in **Table 7** are the CLIENT Supplied Materials that Client will deliver to Accenture during Business Process Alignment:

Client Supplied Materials	Description
None	

Table 7 Client Supplied Materials

4. BPA DEPLOYMENT SCOPE

As a starting point, Accenture will meet with CLIENT project team members to organize the BPA project and refine the project management plan and schedule. This initial meeting will be to review the overall BPA project vision, scope, and approach, as well as CLIENT project team and the respective roles of CLIENT and Accenture.

Through a series of Day in the Life (DITL) workshops facilitated by Accenture, CLIENT project leads will walk Accenture through CLIENT current processes. CLIENT project leads, and the Accenture consultants will review and document CLIENT key business processes that will be supported, improved, and automated in the new Workday environment.

Accenture will work with CLIENT project management to determine the structure of the workshops, finalize the list of key business processes, identify participants, determine locations, and schedule the sessions. Accenture will also lead CLIENT in determining representatives from the DITL Workshop participants who can lead the Workshop presentations covering the key business processes in the current environment.

In addition to CLIENT resources who will participate in the Workshop presentations, the DITL Workshops will consist of approximately twelve (12) CLIENT resources engaged in stakeholder focus groups for workshops. Focus groups are comprised of business process owners, support staff, and any other CLIENT subject matter experts with different perspectives from across the organization who collectively form the knowledge base of the organization’s business processes. Focus group members participate in DITL Workshops to review and document current business processes. They may act as change ambassadors within the organization, helping to facilitate communications and provide support as required to help the organization understand the impact of process changes within departments.

Accenture understands that the Police Department is a separate governmental entity with its own governing Board of Police Commissioners appointed by the State Governor and that the Workday solution must have separation between the City and Police. Accenture also understands that the Kansas City Tax Increment Finance Commission (TIFC) has a similar requirement of separation from the City's system.

There are several considerations when planning for separation, such as which data or aspects of the solution require separation, does each entity require a separate HCM administrator, and can the separation be achieved through multiple organization setup or does it require a separate tenant. Accenture understands that the City has purchased the Workday solution delivered in a single tenant, which indicates a multi-organization approach.

Accenture will include the separations between Police, TIFC, and the City as part of our Business Process Alignment discussions, with deep dives into requirements and the considerations associated with establishing separate organizations. For example, security will be a topic discussed, as these departments will require separate security and will likely have differences in business processes in Workday Time Tracking and the procure-to-pay processes. If needed, Accenture will use our Decision Paper process to articulate the pros and cons of the options available to support CLIENT decision-making. Accenture's scope of Services will also include implementation and deployment of the separations between Police, TIFC and the City as long as the solution remains to the single tenant approach using standard Workday business processes and security configuration.

Following in **Table 8** is a list of HCM/Payroll business processes for the DITL Workshops. The listing is by functional areas versus Workday SKUs as that is how they tie to Workday business processes This list is what Accenture commonly sees and uses for BPA; however, if another business process exists, it will become part of the BPA.

FUNCTIONAL AREA	BUSINESS PROCESS
Human Capital Management	▪ Add Additional Job ▪ Change Emergency Contact Information ▪ Change Job ▪ Change Location and Cost Center/Program Code ▪ Change Manager ▪ Reorganizations ▪ Close Job Requisition ▪ Close Position ▪ Complete I-9 Form ▪ Contact Change ▪ Contract Contingent Worker ▪ Create Position ▪ Edit Government IDs ▪ Edit Hiring Restrictions ▪ Edit ID Information ▪ Edit Licenses ▪ Edit Other IDs ▪ Edit Position ▪ Edit Position Restrictions ▪ End Additional Job ▪ End Contingent Worker Contract ▪ Freeze Job Requisition ▪ Freeze Position ▪ Hire and Rehire ▪ Job Requisition ▪ Legal Name Change ▪ Manage Probation Period ▪ Onboarding

	▪ Passports and Visa Change ▪ Personal Information Change ▪ Photo Change ▪ Preferred Name Change ▪ Switch Primary Job ▪ Termination ▪ Title Change
Advanced Compensation	▪ Request Compensation (Job Requisition) ▪ Request Compensation Change (Edit Position) ▪ Propose Compensation (Hire and Add Job) ▪ Propose Compensation Change (Change Job) ▪ Change Default Compensation (Create Position, Termination)
Benefits	▪ New Hire ▪ Open Enrollment ▪ Life Events ▪ Passive Events ▪ Termination (COBRA, Retiree)
Absence	▪ Request Leave of Absence ▪ Request Return from Leave of Absence ▪ Paid and unpaid time off tracking
Scheduling	▪ Accept Shift Swap ▪ Assign Shift Profiles to Worker ▪ Assign Work Schedule ▪ Bulk Change Published Schedule for Worker Event ▪ Candidate Self-Schedule Event ▪ Change Published Schedule ▪ Change Schedule Preferences ▪ Change Work Availability ▪ Change Worker Schedule Tags ▪ Change Worker Scheduling Settings ▪ Cover Shift ▪ Cover Shift Bidding Event ▪ Mass Change Shifts Event ▪ Open Shift ▪ Publish Schedule ▪ Request Shift Swap ▪ Take Back Shift
Time Tracking	▪ Assign Work Schedule ▪ Enter Time ▪ Reported Time Batch Event
Payroll	▪ Add Tax Elections - Federal and State ▪ Add Payment Elections ▪ Assign Pay Group ▪ Record Withholding Order ▪ Add Payroll Input ▪ Run Pay Calculation ▪ Assign Costing Allocation ▪ Run Payroll Accounting ▪ Run Settlement ▪ Run Retroactive Pay Calculation ▪ Pay Period/Quarterly/Year End Processing and Reporting
Recruiting	▪ Assess Candidate ▪ Evergreen Requisition

	▪ Evergreen Requisition Change ▪ Interview ▪ Job Application ▪ Manage Internal Career Apply ▪ Offer ▪ Post Job ▪ Refer a Candidate ▪ Reference Check ▪ Review Candidate ▪ Screen ▪ Update Job Posting
Talent Management	▪ Start Performance Reviews ▪ Start Development Plan ▪ Start Performance Improvement Plan ▪ Start Disciplinary Action ▪ Launch Talent Reviews ▪ Manage Accomplishments ▪ Manage Award ▪ Manage Certifications ▪ Manage Competencies ▪ Manage Education ▪ Manage Goals ▪ Manage Languages ▪ Manage Training ▪ Manage Career Interests ▪ Manage External Job History ▪ Manage Job Interests ▪ Manage Professional Affiliations ▪ Manage Relocation Preferences ▪ Manage Succession Plan ▪ Manage Talent Statements ▪ Manage Travel Preference ▪ Manage Work Experience
Learning Management System	▪ Manage Course ▪ Manage Lesson ▪ Enroll in Course ▪ Drop Course

Table 8 BPA HCM/Payroll Deployment Scope

Following in **Table 9** is a list of Financials business processes for the DITL Workshops. The listing is by functional areas versus Workday SKUs as that is how they tie to Workday business processes This list is what Accenture commonly sees and uses for BPA; however, if another business process exists, it will become part of the BPA.

Functional Area	Business Process
Financial Accounting includes FDM and Budget	▪ Accounting Journal Event ▪ Accounting Journal Unpost Event ▪ Allocation Run Event ▪ Allocation Finalize Event ▪ Average Daily Balance Event ▪ Period Close Event ▪ Period Close Notification Event ▪ Budget Event

	▪ Budget Amendment Event ▪ Check Budget (Spend) ▪ Budgetary Roll Forward Close Event
Banking and Settlement	▪ Bank Account Transfer Event ▪ Bank Statement Event ▪ Review Bank Statement Line ▪ Ad Hoc Bank Transaction Template Event ▪ Ad Hoc Bank Transaction Event ▪ Ad Hoc Payment Event ▪ Escheatment Item Event ▪ Settlement Run Event ▪ Print Checks Task ▪ Payment Printing Event ▪ Prenote Run Event ▪ Payment Release Event ▪ Remittance Release Event ▪ Review Payment Acknowledgement ▪ Payment Return Statement Event ▪ Payment Return Event
Business Assets	▪ Asset Registration Event ▪ Asset Issue Event ▪ Asset Adjust in Service Date Event ▪ Asset Transfer Event ▪ Asset Disposal Event ▪ Asset Removal Event ▪ Asset Reinstatement Event ▪ Asset Assign Accounting Event ▪ Asset Reclassification Event ▪ Asset Cost Adjustment Event ▪ Asset Useful Life Update Event ▪ Asset Impairment Event ▪ Asset Shares Event
Customers	▪ Customer Request ▪ Customer Invoice Event ▪ Customer Invoice Email Event ▪ Customer Payment Application Event ▪ Customer Invoice Maintenance Event ▪ Cash Sale Event ▪ Customer Deposit Event ▪ Customer Refund Event ▪ Bad Debt Write off Event ▪ Customer Statement Event ▪ Customer Contract Event ▪ Customer Contract Amendment Event ▪ Billing Schedule Event ▪ Revenue Recognition Schedule Event ▪ Revenue Recognition Installment Event
Projects	▪ Create Project Hierarchy ▪ Create Project ▪ Create Idea ▪ Create Project Scenario ▪ Verify Capital Project Expense
Grants	▪ Award Event ▪ Award Amendment Event

	▪ Award Proposal Event ▪ Award Correction Event ▪ Letter of Credit Draw Down Event ▪ Reprocess Award Costs Event
Supplier Management	▪ 1099 Electronic Filing Run Event ▪ 1099 MISC Adjustment ▪ Credit Card Transaction Load ▪ Prepaid Spend Amortization Event ▪ Prepaid Spend Amortization Schedule Event ▪ Procurement Card Transaction Verification Event ▪ Procurement Card Transaction Verification Intercompany Event ▪ Procurement Card Reconciliation ▪ Procurement Roll Forward ▪ Receipt Accrual Event ▪ Recurring Supplier Invoice ▪ Supplier Accounts Match Event ▪ Supplier Accounts Match Exception Override Event ▪ Supplier Alternate Name Change Event ▪ Supplier Change Event ▪ Supplier Connection Event ▪ Supplier Contact Info Change Event ▪ Supplier Event ▪ Supplier Invoice Event ▪ Supplier Invoice Request Event ▪ Supplier Invoice Intercompany Event ▪ Supplier Request ▪ Supplier Settlement Bank Account Change Event
Contract Lifecycle Management	▪ Template Authoring ▪ Contract Creation & Intake ▪ Review & Negotiation ▪ Approvals ▪ Execution ▪ Performance & Monitoring ▪ Renewal or Expiration
Strategic Sourcing Expert	▪ Pipeline (Project & Data Management) ▪ Events (RFx Events & Reverse Auctions) ▪ Supplier Relationship Management ▪ Contracts
Procurement	▪ Advanced Ship Notice Event ▪ Catalog Load ▪ Change Order ▪ Create Change Order from Contingent Worker Contract ▪ Create Purchase Order from Contingent Worker Contract ▪ Create Supplier Contract Schedule Installments for Receipt ▪ Internal Service Delivery Event ▪ New Hire Provisioning ▪ Procurement Mass Close Event ▪ Purchase Order Event ▪ Purchase Order Issue Event ▪ Purchase Order XML Issue Event ▪ Purchase Order Acknowledgement Event ▪ Receipt ▪ Request for Quote Award Event ▪ Request for Quote Event

	▪ Request for Quote Response Event ▪ Requisition Event ▪ Requisition Sourcing Event ▪ Return to Supplier Event ▪ Supplier Contract Amendment Event ▪ Supplier Contract Event ▪ Supplier Contract Invoice Schedule Event
Inventory	▪ Adjustment Event ▪ Cost Adjustment Event ▪ Count Event ▪ Move Event ▪ Par Count Event ▪ Pick List Event ▪ Put-Away Event ▪ Quick Issue Event ▪ Return Event ▪ Shipment Event ▪ Stock Request Event
Expenses	▪ Expense Report Event ▪ Mobile Expense Report Event ▪ Pre-Travel Approval Process ▪ Payment Election Enrollment Event ▪ Review Credit Card Transaction Event ▪ Spend Authorization Event ▪ Spend Authorization Mass Close Event

Table 9 BPA Financials Deployment Scope

Prior to the current business processes DITL Workshops, Accenture integration and data migration consultants will present an introductory strategy for identifying and documenting current integrations, data to be migrated to the new Workday system, and top reporting needs during the DITL Workshops. The integration and data migration consultants will leverage existing CLIENT documentation of current integrations and reports.

The parties' joint goal for the integration strategy is to document available information leading to a greater understanding of CLIENT current integrations that may be needed in a future Workday environment. CLIENT will create an integration inventory based on the current legacy system. CLIENT and Accenture will use the integration inventory as input to the DITL Workshops and Accenture to create an integration diagram / pattern document, which in turn can be used as an accelerator to the Workday design sessions when the deployment project starts.

Accenture will develop the data strategy in order to help CLIENT to develop a high-level understanding of data requirements in future Workday applications. Based on Accenture's Workday experience, Accenture will provide CLIENT with a generic listing of data focus areas based on the scope identified by CLIENT. CLIENT can use this information to "jump start" the data cleansing and mapping efforts prior to the kickoff of the Workday deployment project. In addition, Accenture will provide CLIENT with options for dealing with any data history requirements during the deployment project and post Move to Production. Accenture will complete a Deliverable document during BPA for data history options that will provide CLIENT with options for dealing with data history requirements during the project and post Move to Production.

To get a better understanding and strategy for legacy data, the CLIENT has agreed to a six to eight week assessment from Accenture's subcontractor, Definian. Accenture acknowledges and agrees that Accenture's engagement of Definian is subject to the applicable terms and conditions of the Cooperative Agreement regarding subcontractors, including without limitation, those set forth in Section 10.7 and 10.8 of the Cooperative Agreement. Definian understands the risks associated with data migration to Workday and the importance data plays in successful implementation. Definian has developed a Workday Data

Strategy Assessment to provide clarity on current practices, validate end-state goals, and ensure sound approaches to data architecture, archival/retention, and analytics enablement are considered as part of the implementation.

Definian will conduct a targeted data strategy assessment centered on discovery, envisioning, and high-level recommendations.

Current State Discovery

- Conduct up to eight (8) stakeholder interviews across IT, HR, Finance, and other relevant functions.
- Document the current data landscape: system dependencies, retention practices, and analytics/reporting processes that intersect with Workday.
- Identify pain points and risks that may create technical debt if not addressed during implementation.

Desired State Envisioning

- Define guiding principles for a future-state data architecture supporting Workday as the system of record.
- Explore archival and retention considerations for legacy systems, balancing compliance, cost, and accessibility.
- Highlight opportunities for analytics enablement and evaluate whether Workday Prism Analytics* can meet the City's needs for reporting, dashboards, and future advanced insights

Recommendations and Assurance

- Deliver actionable, high-level recommendations to support data readiness and risk mitigation.
- Provide advisory input to ensure alignment of Workday implementation activities with good data management practices.

*Workday Prism Analytics is not in scope for the Definian Assessment.

Accenture's goal for the reporting strategy is to gather information for current, required, and produce key standard reports for CLIENT. These key reporting requirements will be entered in a matrix by process area within the scope defined by CLIENT. The matrix will be created in the context of Accenture's experience with Workday reporting and can be used as input to the design sessions upon deployment project initiation. This too can act as an accelerator to the Workday deployment. Accenture and CLIENT project teams will also use the matrix to map to standard reports, so CLIENT can prioritize reports for development for Move to Production.

Once the DITL Workshops are complete, Accenture will demonstrate how the key business processes occur using Workday standard processes. Executing the key processes in a Workday environment will help to familiarize CLIENT stakeholders/focus groups with Workday terminology as well as the sequence of steps in the business processes. Accenture will also conduct the FDM workshop to help the CLIENT create and document its new Foundation Data Model for use in Workday.

As Accenture executes the Workday standard business processes, CLIENT DITL Workshop stakeholder/focus group members and Accenture will note the differences between how the key business processes occur today as described in the DITL Workshops and how they occur in Workday.

After completing the current Business Process Alignment DITL Workshops and the business process demonstrations in a Workday environment, Accenture will compile the information into a report describing the differences between CLIENT current business processes and the Workday standards. Leveraging these differences, Accenture will develop an actionable plan for CLIENT to align the differences, subject to CLIENT's approval. The actionable plan will include recommendations and plans on how the differences will be addressed by the joint project team during the deployment. These recommendations may include solutions that require configuration, business process changes, or policy changes.

Based on the information gathered in the BPA initiative thus far, Accenture will then develop a report capturing the overall project effort. The report will document CLIENT key current business processes based on the DITL Workshops, the differences between the current business process and Workday standard processes, and the general causes of the differences between the current CLIENT key business processes and executing those processes using Workday standard business processes. The recommendations from the actionable plan will be part of the final report. Accenture will deliver the summary report to CLIENT team members and will be available for questions and discussion. CLIENT team will provide feedback on the summary report. As appropriate, Accenture will revise the report based on CLIENT feedback. Accenture will also deliver an onsite presentation to the project's Executive Sponsors and Project Team members.

4.1. Business Process Alignment Scope Assumptions

- As part of BPA for any alignment opportunities that require a decision to proceed, the alignment opportunities will be addressed and documented with decision papers as necessary. Also, as part of BPA, items marked as III.1 Requires Discovery per Appendix H Requirements Instructions of this SOW, may be addressed and documented with decision papers. Decision papers are a format used by Accenture during BPA when multiple options exist for a solution that requires pros and cons for a CLIENT to make a decision on the solution. Using the decisions made by the CLIENT, the Steering Committee if necessary will have active dialogue and a collaborative discussion to align and confirm the ongoing roles and responsibilities, right sizing estimated effort, timeline, and resource mix, to execute a mutually agreed upon change order to memorialize adjustments. In the event the parties cannot agree on a change order within five (5) business days, the scope will not be included as part of the project.
- Based upon the CLIENT's stated separation between the City, TIFC, and the Police Department, detailed requirements will be gathered and analyzed during BPA by Accenture to determine how the organizations should be configured without using separate tenants. This SOW's scope includes the City, TIFC, and Police will reside in the same tenant and that the available configuration will meet the requirements.
- CLIENT will provide a Windows based server on which all data migration activities with Definian will occur. An Applaud Server Requirements document will be provided by Definian at the start of BPA for the CLIENT to configure the server which will run the Applaud Data Migration software.
- CLIENT will provide Definian with data access for each data source as required, by the start of BPA
- CLIENT will provide Definian with back-end (i.e., database) access to each target application as required, by the start of BPA. CLIENT is responsible for providing a resource that will function as a counterpart to the Definian Data Strategy Lead role.
- CLIENT will develop a mutually agreeable set of data management controls specifying the process, procedures, and methods that will be used by the Parties for the secure transfer, access, and exchange management of CLIENT's sensitive information pertinent to the Services, intended to safeguard the confidentiality and security of the sensitive information.

Appendix B: Business Readiness/Change Management Approach

Figure 3 Business Readiness/Change Management Approach

1. Approach

Accenture's business readiness/change management approach will help CLIENT prepare for and manage business, organizational, and workforce transitions in an environment that is moving at an accelerated pace. The success of a change initiative of this magnitude requires not only planning, executing, and deploying the software that will drive the change but also preparing CLIENT for transformation, gaining stakeholder understanding, and engaging executive sponsors to champion and support the change before, during, and after its deployment. Combining process changes with new tools requires a solid approach, effective support, and timely communication. Behavioral change involves people doing things differently; therefore, Accenture pays attention to stakeholder engagement, employee involvement, and communication.

Accenture will conduct the Business Process Alignment and Workday initiatives to develop and deploy a business readiness/change management program to integrate into the overall project. Organizational Alignment and Training Support activities are iterative by nature and include social processes such as involving the engagement of all stakeholder groups in establishing the case for the transformation to Workday. This will include identifying leading "soft" indicators that communication, user involvement, and training are having the desired impact, which will ultimately help to achieve the business benefits sought by CLIENT from the project. Accenture will lead activities such as mentoring the Change Ambassador Network, development of communication content, and training content development along with supporting CLIENT with training delivery activities.

Communication will keep people informed of what is happening during the project and at the end to verify that people are aware of what difference the project has made. Before beginning the communications effort, Accenture will conduct a Communication Strategy Workshop with the purpose of developing a communication plan that outlines how CLIENT intends to communicate the impacts and outputs of business process and Workday specific changes.

Accenture will provide CLIENT with a Communication Plan template as a starting point that outlines the communication events for the deployment to raise awareness and invite user engagement. The template is pre-populated with a baseline of events. Accenture will work with CLIENT to update the plan with CLIENT-specific events and the timeline of events. Ongoing activities will include communication planning, key message development, media monitoring, and spokesperson training. Monitoring and maintaining the communication plan are iterative activities and will occur throughout the project's lifecycle.

Accenture will provide CLIENT a template-based training plan as a starting point for the unique characteristics and business process needs identified by users. By accounting for these factors, CLIENT along with Accenture can determine the right mix of training delivery methods (ILT, videos, eLearning, job aides, etc.) to help provide employees with appropriate content. Accenture treats training as part of a process that must be integrated into the ebb and flow of the work environment, rather than as a single event. This means that throughout the project, there will be tasks and activities that occur with results that need to be incorporated into the training deliverables as well as training tasks and activities. These include the communication plan, impact assessment and training curriculum among others.

For training, if the CLIENT determines that Instructor Led Training is the right delivery method, Accenture uses a Train-the-Trainer program which is Accenture educating CLIENT assigned trainers on how to deliver training, which includes the following activities: presentation skills workshop, functional workshops, and pilot training. Accenture will conduct the presentation skills workshop to those participants that will deliver the end user training. CLIENT will facilitate the functional workshops as training content developers work with trainers by using the configuration and functional capabilities in a training tenant. CLIENT will facilitate the pilot training as trainers present back to training content developers and other trainers a portion of the training course that each trainer will deliver.

2. DEPLOYMENT SCOPE

The Accenture Change Management Lead will prepare for and conduct the following activities in collaboration with CLIENT Organizational Change Management Team:

- **Change Ambassador Team:** CLIENT will establish a Change Ambassador Team comprised of representatives from each department/site to assist with the transition to Workday and build an alliance between the Workday project and the organization. The Change Ambassador Team is used to communicate information to their respective departments, bring feedback back to the project team, share thoughts on proposed configuration design and participate in training activities (refer to information under Training Delivery). Typically, the Change Ambassador Team meets monthly at the beginning of the project and then more frequently as the project progresses; members are not functional team members but people that sit in departments that have a good social/informal network and who would be good champions of the move to Workday. Accenture shall work with the CLIENT in planning out the roles and responsibilities description of the role as well as planning and delivering the content for the monthly meetings. Change Networks are a highly successful tool/approach to use to gain the involvement of all departments in the project.
- **Sponsorship Roadmap and Engagement Plan:** The sponsorship roadmap identifies key activities and responsibilities of the organization's primary sponsor and other administrators who support the move to Workday. The sponsorship roadmap will be organized by Workday stage. The Accenture consultant will coordinate key activities with the project's sponsor to outline other identifiable actions that will demonstrate support and champion the project.
- **Business Readiness Strategy:** Identifies and conveys the specific goals and objectives for addressing change and continuity for CLIENT Workday Project.
- **Life with Workday Workshops**: The CLIENT project team and the Accenture Change Management Lead will conduct workshops at the beginning of each stage. The working sessions will focus on change readiness for the project team and change readiness for their departments or functional areas in order to prepare them for their new role using Workday once live.
- **Communication Plan:** Before beginning the communications effort, Accenture leads a Communication Workshop with the purpose of creating a **Communication Plan.** The Plan will outline the communication events for the deployment to raise awareness and invite user engagement. Accenture leads the design of the Communication Plan and will work with CLIENT to update the plan with CLIENT-specific events and the timeline of events. Ongoing activities will include communication planning, key message development, media monitoring, and spokesperson training. Monitoring and maintaining the communication plan are iterative activities and will occur throughout the project's lifecycle.
- **Impact Assessment:** Accenture assesses the business process changes that will affect the end-user population. To help individuals to transition to the new structure in a manner that limits the amount of disruption to CLIENT, Accenture incorporates the information into the communication and training strategies so that impacts are introduced in a manner that is participatory and involves two-way communications.
- **Sustainability Plan:** This plan provides a roadmap to guide CLIENT in planning for their post production support model including communication, training, and user support needs related to the applications. The sustainability plan can also strengthen understanding of the efforts

needed to keep pace with future releases of the full Workday platform. The sustainability plan can help identify the resources that are necessary to support the organization's users, support collaboration, help define progress, and necessary action steps needed to promote long-term success after CLIENT is in a live Workday environment.

The Accenture Change Management Lead will advise on the following activities in collaboration with CLIENT Organizational Change Management Team and the Project Managers:

- **Knowledge Sharing Plan:** This plan guides the knowledge sharing requirements between Accenture consultants and their CLIENT counterparts for each functional and technical participant. The plan establishes a minimum set of assessable skills that should be acquired such that CLIENT project team members consistently gain knowledge needed to ultimately support Workday without consultants.
- **Training Strategy:** Accenture supports the CLIENT's Organizational Change Management Team to design a Training Strategy that conveys the training requirements for the user community. The Strategy identifies the goals and objectives for training and defines the general methods and procedures that will be utilized to train those who will use Workday. The strategy outlines the training methods for each user group along with timelines and deliverables. Included in the Training Strategy is the identification of in-house users who will perform in the role of a trainer and provide support for newer users that may need to take place after the project. Changes such as business processes, functionality, and even role changes are taken into consideration while developing the training strategy.
- **Training Curriculum:** The end user training curriculum and supporting courseware developed for the project focuses on impacted job roles, reinforced by the underlying business processes. Specifically, the basis of the curriculum considers the varied learning approaches for adults in an effort to enhance the return that the user will derive from the training activity. The curriculum is a detailed listing and narrative that describes each end-user course taking into account the needs of the various audiences.
- **Training Material Development:** CLIENT, with support from Accenture, will have responsibility for the development/customization of training materials. Accenture has an extensive library of templates and samples of job aids, videos, FAQs, PowerPoints, etc., that will be used as a starting point. These are samples of training materials used on other Workday projects to expedite the development timeframe. The samples/templates will be modified to demonstrate the CLIENT's configuration but using these tools means the training development does not start from scratch. CLIENT's lead will work with CLIENT training content developers to build the optimal development process and identify what Workday information is best served in each format. Training content will exist in multiple learning formats, including Microsoft PowerPoint® presentations, classroom exercises, quick reference job aids, and training videos.
- **Training Delivery:** CLIENT Workday trainers deliver training as required to enable individuals to perform their new roles and responsibilities in Workday. Training materials used for end-user training classes will be developed by CLIENT. The role in the organization and the changes to business process for that role will determine the method of training delivery. CLIENT will use a variety of tools to conduct training delivery, especially in a remote situation. As the Training Strategy is built, the CLIENT training tenant will be incorporated into the strategy as a key tool for training delivery. Change Ambassadors or SMEs from the various agencies are another tool CLIENT will use during the training strategy. Ambassadors are typically used as training support, for both informal and formal learning supporting the team with demos, roadshows, reviewing materials, and potentially training their areas. All the

decisions around training delivery will be made based on the needs of the CLIENT and the various audiences along with the experience and expertise of Accenture.

2.1. Business Readiness/Change Management Scope Expectations

- Accenture's Change Management Services include the use of the PACT™ readiness survey tool. Accenture will conduct 1 PACT™ readiness survey pursuant to this SOW.
- CLIENT is responsible for training content development, with Accenture's assistance as detailed above.
- CLIENT is responsible for training delivery for end users.

APPENDIX C: WORKDAY DEPLOYMENT METHODOLOGY

1. APPROACH

Workday's Deployment Methodology is a Deliverables-based approach that is supported by a comprehensive toolkit of planning documents, activities, configuration templates, and techniques to implement Workday applications effectively. The application of this methodology to the unique stated business needs of CLIENT will be supported through business process analysis by Accenture. High level overviews and detailed verbiage of this approach and methodology follow.

1.1. CONFIGURATION AND BUSINESS PROCESS APPROACH

The overall guiding philosophy of the project is that the CLIENT will adopt the standard business processes delivered by Workday. Accenture will assist with configuration, as required, in business areas detailed in the scope of this SOW.

1.2. DATA MIGRATION APPROACH

Following the data migration strategy and tenant management plan, Definian and Accenture will work with the CLIENT on the following full data migration approach:

- CLIENT will provide a Windows server on which all data migration activities will occur. The Applaud Server Requirements document to be provided by Definian details how to configure the server which will run the Applaud Data Migration software.
- CLIENT provides Definian with data access for each required data source based on data migration scope. CLIENT will provide Definian with access to each tenant, as required to enable critical data migration processes.
- Definian replicates the relevant portions of the legacy data environment in the Applaud data repository.
- Definian extracts all data from each identified legacy table/file from databases which can be accessed through Applaud® via direct ODBC.
- For any defined data source that cannot be accessed through Applaud via direct ODBC, CLIENT will provide raw, source data extracts in a format mutually agreed upon by Definian and CLIENT for import to the Applaud data migration environment. Definian will work with CLIENT to manage data extract requests and ensure all required bulk-data extracts are documented.
- Definian works at the direction of CLIENT to use Applaud's analysis tools to drill down into the data repository and produce custom analysis reports to support the team's data quality efforts. These reports identify all rows/records with specific issues as well as produce a high-level summary of the findings.
- Definian and CLIENT review the analysis reports to develop a data strategy to address the data quality issues. During this process, comprehensive rules for handling invalid, inconsistent, and missing data are developed.
- CLIENT manually updates data in the legacy system to implement the data quality strategy and address data quality issues which can only be handled in a manual fashion.
- Definian works with CLIENT's input to build and run Applaud components to implement the data quality strategy and address data quality issues which can be handled in an automated fashion.

- Definian supports CLIENT as they define and document the data migration requirements, which are the detailed rules dictating how to convert the structure and content of the legacy data to match the required tenant structure.
- Definian will provision templates and will document the initial data migration requirements defined by CLIENT.
- Definian maintains ongoing issues list and enhancements list documentation throughout the project.
- Definian will keep the data migration requirements documentation (legacy to tenant mapping) up to date as the project proceeds and the team requests changes.
- Definian uses the data migration requirements developed during the BPA, Plan, Architect & Configure, and Test stages in the SOW to create Applaud components to automatically transform legacy data into the structure and content required by the tenant.
- Definian provides fully converted data into the defined tenant per the data gathering workbook. Definian creates error logs to identify situations where the legacy data did not match the data migration requirements.
- Accenture prepares the tenant for each testing cycle with configuration, required user access, appropriate security roles, report definitions, business process definitions, and reference data prior to data load.
- Accenture executes the tenant load programs to process the fully converted data into the tenant.
- CLIENT makes decisions to resolve data errors encountered during the extraction and load processes. Definian provides CLIENT with reports to identify critical data errors.
- Definian runs the data transformation programs at the designated times aligned with the Data Migration Strategy and Tenant Management Plan. This SOW includes the following five (5) tenant builds noted here and described below:
    - Foundation
    - Configuration
    - End to End
    - Parallel
    - Gold
- Each data migration execution cycle, CLIENT defines acceptance criteria, performs pre-load data validation and formal approval of each data migration file, performs post-load data validation, performs testing to ensure that the converted data leads to desired functionality in the tenant, and directs Definian in any changes required for future data migration execution.
- Any post-build data loads ("delta" data migrations) or manual data entry ("catch-up transactions" or dual maintenance) required will be the responsibility of the CLIENT.

Note that Parallel Tenant Build is for Workday Payroll. Additional tenants will be used throughout the project based on the number of tenants allotted to CLIENT based on Workday's tenant policy. These additional tenants will be established as copies of pre-existing tenants rather than through data migration loads and will be utilized for such things as training, integration development, etc.

HCM, Payroll, Financials Foundation Tenant – The Foundation Tenant Build occurs at the end of the plan stage of the project. The Foundation Tenant is a shell of HCM, Payroll data that is established to start the data extract process as well as provide a tenant with familiar data to proceed through the Architect stage. Limited CLIENT HCM, Recruiting, Payroll data will be loaded into an implementation tenant populated with Workday delivered business processes and configuration.

HCM, Payroll, Financials Configuration Tenant – The Configuration Tenant Build occurs at the end of the Architect & Configure Stage of the project. The Configuration Tenant is established from the Foundation Tenant and is based on the review of the data gathering workbooks during the Architect Workshops. The

Configuration Tenant will also be leveraged to begin building integrations and reports. All identified data files will be loaded as part of the Configuration Tenant by the end of the Architect & Configure Stage. Items that fall out on the loads due to “bad” data, mapping, and/or configuration will need to be fixed in the appropriate place, such as the source system, mapping file, or Workday in preparation for the End to End Tenant Build. The Configuration Tenant is an 90% - 95% complete tenant from a configuration, business process, and data migration point of view.

HCM, Payroll, Financials End to End Tenant – The End to End Tenant Build occurs at the end of the Architect & Configure Stage of the project. The End to End Tenant Build is a complete tenant build with all configuration, business processes, data migration, integrations, and reports that will be used for end to end testing. A copy of the tenant, once the build is completed, will also be established as the Control tenant for any changes that come from end to end testing. Additionally, a copy of the End to End Tenant will be used to conduct User Experience Testing. A configuration freeze will be put into place prior to end to end testing and any changes required after the configuration freeze must go through change control for approval and impact. If approved, the change must be tested and approved prior to being added to the Control tenant, which is used as the basis for the Gold Tenant Build.

HCM, Payroll, Financials Parallel Tenant – The Parallel Tenant Build occurs after the completion of End to End testing during the Test Stage of the project. The Parallel Tenant Build is a complete tenant build with all configuration, business processes, data migration, integration, and reports that will be used in a production environment and necessary for payroll parallel testing. A copy of the tenant, once the build is completed will also be established as the new Control tenant for any changes that come from payroll parallel testing. The configuration freeze referenced above in End to End Tenant Build will still be in place and ANY changes required must go through change control for approval and impact. If approved, the change must be tested and approved prior to being added to the Control tenant, which is used as the basis for the Gold Tenant Build.

HCM, Payroll, Financials Gold Tenant - The Gold Tenant Build occurs during the deploy stage of the project. The Gold Tenant Build is the final tenant build and it becomes the Production environment. Everything that is migrated into the Gold Tenant must come from the Control Tenant that is created from a copy of the End to End Tenant Build and maintained with approved, and tested configuration changes. The configuration, business processes, data migration, integrations, reports, and catch-up transactions in the Gold Tenant that is reviewed by Accenture will be the Production Tenant at Move to Production.

1.3. Integration Approach

The integration approach is designed to introduce the CLIENT to Workday integrations by putting an emphasis on collaboration and knowledge transfer. Accenture expects that CLIENT will attend Workday technical training and will participate in the project for knowledge transfer to maintain integrations once in Production. Starting with the integrations from **Table 32** in Section 4.3. further down in this SOW along with any updates from BPA, Accenture with the support of the CLIENT will complete design documents for all integrations. Accenture will have responsibility for the integrations listed in **Table 32** and the CLIENT will have responsibility for the integrations listed in **Table 32** to complete knowledge transfer and testing. For any integrations beyond these in **Table 32**, the CLIENT may take on the responsibility or execute a mutually agreed upon change order for Accenture to complete.

1.4. Reporting Approach

The reporting approach is designed to introduce the CLIENT to Workday reporting by putting an emphasis on collaboration and knowledge transfer. CLIENT will leverage standard delivered reports to the greatest degree possible, with the expectation that most requirements can be met via delivered reports (or dashboards). During the Architect & Configure Stage of the project, Accenture expects to identify any gaps against what the system provides, and those gaps will need to be addressed through custom reports.

Accenture expects that CLIENT will attend Workday report training and will share responsibility for the report development work based on report assignments for development. Starting with the report inventory from BPA, reports will be determined to be standard within Workday or a custom report that will need to be developed. Accenture's Reporting Lead will lead report development efforts by delivering 2 reporting workshops, developing the list of reports below, and coaching the CLIENT on reports or dashboards. Any reports outside of what is listed below are out of scope, the CLIENT will be responsible for writing any additional reports or dashboards or additional costs incurred for Accenture to complete the work.

- 2 simple reports
- 4 medium reports
- 3 complex reports
- Reports for Push Button ACFR

Simple reports are based on standard reports that can be copied and modified without connected business objects or calculations.

Medium reports are based on standard reports that can be copied and modified with connected business objects but not calculations.

Complex reports are based on standard reports that can be copied and modified with connected business objects and calculations or a report required to be built from scratch (no standard report as a base available)

Reports for Push Button ACFR are the raw data only reports required for the ACFR that fall into the following categories and do not include the narrative required for the ACFR:

- Management's Discussion & Analysis Section
- Basic Financial Statements Section
- Required Supplementary Information
- Supplemental Combining Individual Fund Financial Statements
- Statistical Section

1.5. Prism Starter Package Approach

Accenture's pricing includes the Prism Starter Package. The Prism Starter Package is designed to introduce the Client to Workday Prism by putting an emphasis on collaboration and knowledge transfer. The Accenture Prism lead will work closely with the Client to design and build the identified 4 historical use cases and corresponding reports. Throughout the project the focus is Client support, so that by the completion of the identified use case(s) the Client is equipped with the tools and knowledge required to develop additional Prism scenarios and reports. The Prism Starter Package allows for a nominal Prism effort to get familiar with the product and promote self-sufficiency.

Accenture defines a historical Prism use case based on the granular functional area (i.e. Payroll, GL, Accounts Payable, etc.) and for an operational use case based on the business requirement (i.e. Relate Work Order information to Time Tracking data, or report on compliance for learning courses assigned to individual workers).

1.6. Project Management Approach

Success of this project requires strong project management governance. The role of project management governance is to provide a decision-making framework that is logical, robust, and repeatable to govern the project. As part of this governance, Accenture will take responsibility for coordination of the overall project plan, coordinating key activities and timelines, and escalating non-CLIENT issues.

During the Plan Stage of the project, project governance will be finalized and communicated. Governance will also include the process from issue identification through resolution. This may include but is not limited to institutional policy changes, business area process and/or procedural changes and communication to the community. Because these items will require change and communication, the change management teams from both Accenture and the CLIENT will be part of this governance.

The structure for the Governance of the project will be defined with CLIENT. An example structure is shown below.

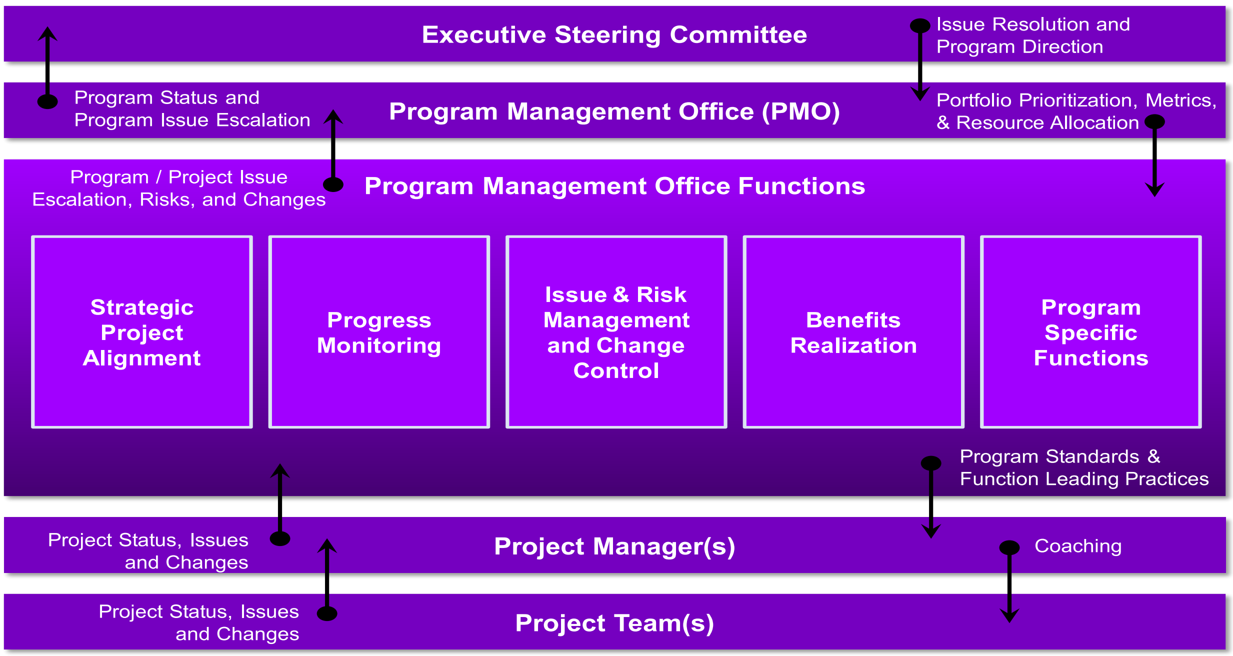

Figure 4 Project Management Approach

2. Roles & Responsibilities

Accenture is the party that is primarily responsible for organizing, defining and creating the Deliverables; provided that, CLIENT will have certain Responsibilities in performing tasks or providing input or other information as part of certain Deliverables, which will be delineated below. As part of Client Responsibilities, Client will be responsible for Client Supplied Materials. The list of Deliverables includes those for the Business Readiness/Change Management approach. The list of Client Supplied Materials includes those for the Business Readiness/Change Management approach.

2.1. CLIENT Tasks by Role for Plan

Below are the CLIENT tasks by role for Plan and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executives - Estimated FTE: 6-8 team members.
Attend Steering Committee meetings.
Address any escalations during recurring Steering Committee meetings or an emergency Steering Meeting called if necessary.
Executive Sponsor to meet with ACN Leadership on a regular cadence.

Attend Quality Assurance Review meetings.
Participate in Success Criteria Workshop, part of Executive Engagement.
Project Manager - Estimated FTE: 1 team member.
Take required Workday training.
Work with ACN PM to schedule, prepare, and conduct Project kickoffs.
Review project management plans in TAPP with ACN PM.
Review all for each A&C DED/DADs with ACN PM and upon agreement, provide DED signoff for each. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Conduct or support ACN PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Review project risks in TAPP with ACN PM and set monthly cadence to review and update as needed.
Manage the day to day of the project for all CLIENT resources and escalate issues as appropriate.
Provide acceptance and signoff for all DADs for Plan Deliverables as completed. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Complete Project Charter.
Participate in Success Criteria Workshop, part of Executive Engagement.
Functional Leads - Estimated FTE: 9-11 team members.
Take required Workday training.
Work with ACN counterpart to set cadence and schedule multiple slots of weekly meetings to continue functional workstream sessions after design sessions to continue addressing alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations. Denote which weekly meeting the status will be discussed and documented in TAPP.
Attend data gathering workbook sessions for Foundation tenant builds as necessary.
Attend Project Kickoffs.
Pre-validate data files prior to load for Foundation tenant builds.
Post validate in Workday data files that were loaded for Foundation tenant builds using reports provided by ACN counterpart.
Participate in Success Criteria Workshop, part of Executive Engagement
Subject Matter Experts - Estimated FTE: 18-33 team members.
Take required Workday training.
Attend data gathering workbook sessions for Foundation tenant builds as necessary.
Attend Project Kickoffs.
Pre-validate data files prior to load for Foundation tenant builds.
Post validate in Workday data files that were loaded for Foundation tenant builds using reports provided by ACN counterpart.
Prism Lead - Estimated FTE: 1 to 2 team members.
Take required Workday training.
Coordinate with ACN lead meetings required to identify Prism use cases.
Participate in Prism use case meetings to identify CLIENT Prism use cases.
Workday Application Security Administrator - Estimated FTE: 1 team member .
Take required Workday training.
Integration Lead/Developers - Estimated FTE: 2 team members.

Take required Workday training.
Work with ACN counterpart to set cadence and schedule multiple slots of weekly meetings to review integrations, schedule design sessions, and answer questions. Denote which weekly meeting the status will be discussed and documented in TAPP.
Provide vendor letter replies based on vendor letters sent during BPAs.
Data Migration Lead - Estimated FTE: 2 team members.
Participate in meetings to review data gathering workbooks for Foundation Tenant builds.
Participate in meetings for Foundation Tenant builds.
Review the analysis reports to develop a data strategy to address the data quality issues.
Manually update data in the legacy system to implement the data quality strategy and address data quality issues which can only be handled in a manual fashion.
Define and document the data migration requirements, which are the detailed rules dictating how to convert the structure and content of the legacy data to match the required tenant structure.
Make decisions to resolve data errors encountered during the extraction and load processes.
Define acceptance criteria, perform pre-load data validation and formal approval of each data migration file, perform post-load data validation, perform testing to ensure that the converted data leads to desired functionality in the tenant.
Reporting Lead/Developer - Estimated FTE: 2 team members.
Take required Workday training.
Organizational Change Management Team - Estimated FTE: 2 team members .
Participate in Communication Plan sessions.
Participate in Leadership / Sponsorship Workshop and Support sessions.
Review Deliverables from above sessions with ACN Change Lead.
Attend design sessions.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.

Table 10 Client Tasks by Role for Plan

2.2. Accenture Tasks by Role for Plan

Below are the Accenture tasks by role for Plan and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues.

Executive Sponsors/Delivery Lead - Estimated FTE: 1 team member at 0.20 FTE (Managing Director), 1 team member at 0.50 FTE (Delivery Lead), and 1 team member at 0.10 FTE (ATC).
Attend PMO, SC, and internal status meetings.
Address any escalations.
Prepare for and schedule QA interviews for QA Director quarterly.
Executive Engagement Leads
Conduct Success Criteria Workshop, part of Executive Engagement.
Compile inputs from Success Criteria Workshop (part of Executive Engagement), present back to CLIENT executives, project manager, and project team members how the CLIENT will measure success and accomplishment of goals once using Workday.
Quality Assurance Director

Conduct quarterly QA reviews.
Provide results to CLIENT Project Manager and Executives for each QA review.
Project Manager - Estimated FTE: 1 team member at 1.0 FTE.
Work with CLIENT PM to schedule, prepare, and conduct Project kickoffs.
Complete project management plans in TAPP and review with CLIENT PM.
Develop Plan schedules, Accenture and Definian assessment schedules, and collaborate with CLIENT PM to review and reach agreement on the baseline schedule for each. Once agreement is reached, update the schedules accordingly and provide a baseline schedule to CLIENT PM for distribution.
Maintain the master project schedule and update it on a regular basis to reflect progress, changes, or delays. Coordinate all schedule updates with the CLIENT PM to ensure alignment.
Monitor the status of all Plan Deliverables and ensure timely completion. Provide weekly status updates to the CLIENT PM, clearly identifying any tasks or Deliverables that are at risk, delayed, or require escalation.
Conduct or support CLIENT PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Work with CLIENT PM to review project risks in TAPP and set cadence for monthly review. Work with CLIENT PM to ensure timely resolution or escalation of project risks and issues.
Conduct internal HCM/Pay, Financials, and cross-functional weekly meetings.
Document minutes on weekly internal meetings in TAPP.
Manage the day to day of the project for all Accenture resources and escalate issues to Delivery Lead as appropriate.
Attend workstream sessions as much as possible.
Ensure each Plan Deliverable meets the quality standards and criteria defined in its DED, prior to submission for CLIENT PM review and signoff. Conduct review of each PLAN Deliverable with CLIENT PM to facilitate acceptance and signoff of the Deliverable's DAD. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized. Provide to Delivery Lead for invoicing.
Manage tenant requests as necessary for all phases.
Prepare DED for each Architect & Configure Deliverable and present to CLIENT PM. Upon agreement, obtain DED signoff for each Architect & Configure Deliverable. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Functional Leads and Consultants - Estimated FTE: Up to 17 team members at 12.0 FTE in total.
Work with ACN PM to set design schedule.
Prepare agendas for design sessions including items for alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations. Denote on agendas when CLIENT Lead will drive in Workday as sessions progress.
Work with CLIENT counterpart to set cadence and schedule multiple slots of weekly meetings to continue functional workstream sessions after design sessions to continue addressing alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations. Denote which weekly meeting the status will be discussed and documented in TAPP.
Attend data gathering workbook sessions for Foundation tenant builds as necessary.
Attend Project Kickoffs.
Pre-validate CLIENT validated data files prior to load for Foundation tenant builds.

Provide CLIENT Lead with reports to post validate in Workday data files that were loaded for Foundation tenant builds.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.
Prism Lead/Consultant - Estimated FTE: 1 team member at 0.50 FTE. Over 4 months leading up to MTP.
Coordinate with CLIENT lead meetings required to identify Prism use cases.
Prepare agendas for Prism use case meetings to identify CLIENT Prism use cases.
Conduct Prism use case meetings to identify CLIENT Prism use cases.
Communicate Prism use cases and responsibility of each use case to ACN Delivery Lead, ACN PM, and CLIENT Project Management Office.
Work with ACN PM to set design schedule.
Prepare agendas for design sessions.
Attend weekly CLIENT and internal calls that are applicable.
Provide any reviewed and approved Deliverables to the ACN PM.
Integration Lead and Consultants - Estimated FTE: 5 team members at 1.0 FTE each during A&C and Test except for the Lead which is project duration.
Work with CLIENT counterpart to set cadence and schedule multiple slots of weekly meetings to review integrations, schedule design sessions, and answer questions. Denote which weekly meeting the status will be discussed and documented in TAPP.
Prepare agendas for design sessions.
Check on vendor letter replies based on vendor letters sent during BPAs.
Attend weekly CLIENT and internal calls that are applicable.
Provide any reviewed and approved Deliverables to the ACN PM.
Data Migration - Estimated FTE: 1 team member at 1.0 FTE.
Create Tenant Management Plans and coordinate with ACN PM to share with CLIENT.
Continue meetings to review data gathering workbooks for Foundation Tenant builds if necessary; otherwise switch to tenant build meetings.
Review data files provided by CLIENT, run through Workday in preliminary mode, document errors in TAPP, and do pass backs with CLIENT to clean files for each build.
Load data files in Workday and commit and document fallouts in TAPP for CLIENT to resolve prior to next build.
Move data files through TAPP as CLIENT and ACN Leads complete their tasks and update data file TAPP status for each build.
Coordinate with offshore.
Keep Tenant Management Plans and TAPP up to date.
Attend weekly CLIENT and internal calls that are applicable.
Provide any reviewed and approved Deliverables to the ACN PM.
Definian Data Migration Lead/Developers - Estimated FTE: 2 to 3 team members.
Replicate legacy data environment in the Applaud data repository.
Extract all data from each identified legacy table/file from databases which can be accessed through Applaud® via direct ODBC.
Use Applaud's analysis tools to drill down into the data repository and produce custom analysis reports.
Review the analysis reports to develop a data strategy to address the data quality issues.

Build and run Applaud components to implement the data quality strategy and address data quality issues which can be handled in an automated fashion.
Provision templates and document the initial data migration requirements defined by CLIENT.
Maintain ongoing issues list and enhancements list documentation.
Keep the data migration requirements documentation (legacy to tenant mapping) up to date.
Use the data migration requirements provided by CLIENT to create Applaud components to automatically transform legacy data.
Provide fully converted data into the defined tenant per the data gathering workbook.
Creates error logs to identify situations where the legacy data did not match the data migration requirements.
Change Management Lead - Estimated FTE: 1 team member at 0.50 FTE each.
Prepare agendas for all Change Management sessions.
Conduct Communication Plan sessions and create communication plans for review and acceptance.
Conduct Leadership / Sponsorship Workshop and Support sessions.
Prepare and review Deliverables from above sessions with CLIENT Change Lead.
Attend design sessions.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Provide reviewed Deliverables to ACN PM.

Table 11 – Accenture Tasks by Role for Plan

2.3. CLIENT Tasks by Role for Architect & Configure

Below are the CLIENT tasks by role for Architect & Configure and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executives - Estimated FTE: 6-8 team members.
Attend Steering Committee meetings.
Address any escalations during recurring Steering Committee meetings or an emergency Steering Meeting called if necessary.
Executive Sponsor to meet with ACN Leadership on a regular cadence.
Attend Quality Assurance Review meetings.
Project Manager - Estimated FTE: 1 team member.
Review test strategy, plan, and schedule in TAPP with ACN PM.
Review all for each Test DED/DADs with ACN PM and upon agreement, provide DED signoff for each. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Conduct or support ACN PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Review project risks in TAPP with ACN PM.
Manage the day to day of the project for all CLIENT resources and escalate issues as appropriate.
Attend workstream sessions.
Review all DADs for acceptance and provide signoff as Architect & Configure deliverables are completed. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.

Functional Leads - Estimated FTE: 9-11 team members.
Participate in design sessions including items for alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations.
Participate in multiple weekly workstream meetings to continue functional workstream sessions after design sessions to continue addressing alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations.
Prepare CLIENT specific unit and end to end test cases. ANC Lead will support effort by incorporating into multiple weekly workstream meetings.
Conduct unit testing, end to end testing, and record results for both in TAPP. Work with ACN Lead to troubleshoot errors from testing and participate in updating configuration.
Prepare with ACN counterpart for Customer Confirmation Sessions to be led by Client Lead.
Present Customer Confirmation Sessions.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend any integration, reporting, or change management meetings as requested by ACN Leads.
Attend data gathering workbook sessions for Configuration and End to End tenant builds as necessary.
Pre-validate data files prior to load for Configuration and End to End tenant builds.
Post validate in Workday data files that were loaded for Configuration and End to End tenant builds using reports provided by ACN counterpart.
Subject Matter Experts - Estimated FTE: 18-33 team members
Participate in design sessions including items for alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations.
Participate in multiple weekly workstream meetings to continue functional workstream sessions after design sessions to continue addressing alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations.
Prepare CLIENT specific unit and end to end test cases. ANC Lead will support effort by incorporating into multiple weekly workstream meetings.
Conduct unit testing, end to end testing, and record results for both in TAPP. Work with ACN Lead to troubleshoot errors from testing and participate in updating configuration.
Attend any integration, reporting, or change management meetings as requested by ACN Leads.
Attend data gathering workbook sessions for Configuration and End to End tenant builds as necessary.
Pre-validate data files prior to load for Configuration and End to End tenant builds.
Post validate in Workday data files that were loaded for Configuration and End to End tenant builds using reports provided by ACN counterpart.
Testing Lead - Estimated FTE: 1 team member each during Architect & Configure and Test Stages.
Contributes to the Testing Strategies and Testing Plans (with support from Accenture).
Coordinate the creation of test scenarios.
Prism Lead - Estimated FTE: 1 to 2 team members.
Participate in sessions based on schedule and identified Prism use cases to determine data sources and report requirements.
Review data source documents and report requirement documents provided by ACN Lead.
Provide CLIENT Lead with collaborated deadlines to provide data extractions based on approved data source documents.
Load data extracts in designated tenant once provided.

Develop and unit test reports.
Review with CLIENT and get approval.
Workday Application Security Administrator - Estimated FTE: 1 team member.
Participate in design sessions for each functional area when security is on the agenda.
Define and update security groups by working with ACN security consultant.
Define and maintain domain and business process security policies by working with ACN security consultant.
Integration Lead/Developers - Estimated FTE: 2 team members.
Review integration strategies with ACN Lead.
Participate in design sessions for all integrations and document designs for integrations CLIENT owns with support from ACN Lead.
Review all integration designs documents as they are completed and approve for development.
Start development on CLIENT owned integrations once design is approved with support from ACN Lead.
Move integrations into unit testing as development is completed.
Keep run books up to date as integration proceeds through the process.
Migrate integrations to required tenants as requested with support from ACN Lead.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Data Migration Lead - Estimated FTE: 2 team member.
Participate in meetings to review data gathering workbooks for Configuration and End to End tenant builds.
Participate in meetings for Configuration and End to End tenant builds.
Review the analysis reports to develop a data strategy to address the data quality issues.
Manually update data in the legacy system to implement the data quality strategy and address data quality issues which can only be handled in a manual fashion.
Define and document the data migration requirements, which are the detailed rules dictating how to convert the structure and content of the legacy data to match the required tenant structure.
Make decisions to resolve data errors encountered during the extraction and load processes.
Define acceptance criteria, perform pre-load data validation and formal approval of each data migration file, perform post-load data validation, perform testing to ensure that the converted data leads to desired functionality in the tenant.
Reporting Lead/Developer - Estimated FTE: 2 team members.
Review reporting strategies with ACN Lead.
Participate in report workshops.
Participate in design sessions to document designs for reports CLIENT owns with support from ACN Lead.
Review ACN owned report design documents and approve as they are completed.
Start development on CLIENT owned reports once design is approved with coaching from ACN Lead.
Move reports into unit testing as development is completed.
Migrate reports to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Lead meeting.
Organizational Change Management Team - Estimated FTE: 2 team members.
Review Business Readiness/Change Management strategy with ACN Lead.

Help create Change Ambassador Network.
Prepare High-Level Training strategies.
Review End User Training Curriculums with ACN Lead.
Help execute against the Communication Plans.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Training Lead/Trainers- Estimated FTE: 3 team members. These levels apply mid-Test thru Deploy Stages for Trainers. Training lead is for the project duration.
Create High Level Training Strategy.
Create End User Training Curriculum
Develop training content per the End User Training Curriculum.
Meet with functional consultants as necessary to clarify any functionality.
Provide training content to CLIENT Lead for review as materials are completed.

Table 12 – Client Tasks by Role for Architect & Configure

2.4. Accenture Tasks by Role for Architect & Configure

Below are the Accenture tasks by role for Architect & Configure and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues.

Executive Sponsor(s)/Delivery Lead - Estimated FTE: 1 team member at 0.20 FTE (Managing Director), 1 team member at 0.50 FTE (Delivery Lead), and 1 team member at 0.10 FTE (ATC).
Attend PMO, SC, and internal status meetings.
Address any escalations.
Prepare for and schedule QA interviews for QA Director quarterly.
Quality Assurance Director - Estimated FTE: As required for quarterly QA Reviews.
Conduct quarterly QA reviews.
Provide results to CLIENT Project Manager and Executives for each QA review.
Project Manager - Estimated FTE: 1 team member at 1.0 FTE.
Complete test strategies, plans, and schedules in TAPP and review with CLIENT PM.
Load unit and end to end test cases and scenarios into TAPP when ready based on project plan dates.
Develop Architect & Configure schedules and collaborate with CLIENT PM to review and reach agreement on the baseline schedule for each. Once agreement is reached, update the schedules accordingly and provide a baseline schedule to CLIENT PM for distribution.
Maintain the master project schedule and update it on a regular basis to reflect progress, changes, or delays. Coordinate all schedule updates with the CLIENT PM to ensure alignment and obtain CLIENT's approval for any changes.
Monitor the status of all Architect & Configure Deliverables and ensure timely completion. Provide weekly status updates to the CLIENT PM, clearly identifying any tasks or Deliverables that are at risk, delayed, or require escalation.
Conduct or support CLIENT PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.

Work with CLIENT PM to review project risks in TAPP and set cadence for monthly review. Work with CLIENT PM to ensure timely resolution or escalation of project risks and issues.
Conduct internal HCM/Pay, Financials, and cross-functional weekly meetings.
Document minutes on weekly internal meetings in TAPP.
Manage the day to day of the project for all Accenture resources and escalate issues to Delivery Lead as appropriate.
Attend workstream sessions as much as possible.
Ensure each Architect & Configure Deliverable meets the quality standards and acceptance criteria defined in its DED, prior to submission for CLIENT PM review and signoff. Conduct review of each Architect & Configure Deliverable with CLIENT PM to facilitate acceptance and signoff of the Deliverable's DAD. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized. Provide to Delivery Lead for invoicing.
Prepare DED for each TEST Deliverable and present to CLIENT PM. Upon mutual agreement, obtain DED signoff for each TEST Deliverable. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Manage tenant requests as necessary.
Functional Leads and Consultants - Estimated FTE: Up to 17 team members at 12.0 FTE in total.
Conduct design sessions including items for alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations.
Conduct multiple weekly workstream meetings to continue functional workstream sessions after design sessions to continue addressing alignment opportunities, RTM items, business processes, configurations, security, reporting, and integrations. Document in design decision guides or TAPP item any updates. Provide agendas for workstream meetings 24 hours ahead of time, document decisions and action items with due dates in meeting minutes.
Prepare unit and end to end test scenarios based on the project plan and direction from ACN PM. Once prepared, incorporate into multiple weekly workstream meetings to support CLIENT Leads in adding CLIENT specific unit and end to end test cases.
Support CLIENT Lead/SMEs during unit testing and also conduct unit testing with both recording results in TAPP. Work with CLIENT Lead to troubleshoot errors from testing and updating configuration.
Insert knowledge transfer into multiple weekly workstream meetings based on the project plan and direction from PM.
Prepare for Customer Confirmation Sessions to be led by Client Lead.
Support CLIENT Lead during presentation of Customer Confirmation Sessions.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Attend any integration, reporting, or change management meetings as requested by ACN Leads.
Attend data gathering workbook sessions for Configuration and End to End tenant builds as necessary.
Pre-validate CLIENT validated data files prior to load for Configuration and End to End tenant builds.
Post validate configuration for Configuration and End to End tenant builds and smoke test End to End tenant builds.
Provide CLIENT Lead with reports to post validate in Workday data files that were loaded for Configuration and End to End tenant builds.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.

Prism Lead/Consultant - Estimated FTE: 1 team member at 0.50 FTE. Over 4 months leading up to MTP.
Conduct sessions based on schedule and identified Prism use cases to determine data sources and report requirements.
Present data source documents and report requirement documents to CLIENT Lead for review and acceptance.
Provide CLIENT Lead with deadlines to provide data extractions based on approved data source documents.
Load data extracts in designated tenant once provided.
Develop and unit test reports.
Review with CLIENT Prism Lead and get acceptance.
Attend weekly CLIENT and internal calls that are applicable.
Provide any reviewed and approved Deliverables to the ACN PM.
Integration Lead and Consultants - Estimated FTE: 5 team members at 1.0 FTE each during A&C and Test except for the Lead which is project duration.
Create integration strategies and review with CLIENT Lead for acceptance.
Conduct design sessions for all integrations, document designs for integrations ACN owns, support CLIENT with questions as they document designs for integrations CLIENT owns.
Provide all integration designs documents to CLIENT for review and acceptance as they are completed.
Start and assign development on ACN owned integrations once design is approved and support CLIENT on questions with development on CLIENT owned integrations once design is approved.
Coordinate with offshore.
Move integrations into unit testing as development is completed.
Keep run books up to date as integrations proceed through the process.
Migrate integrations to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.
Data Migration - Estimated FTE: 1 team member at 1.0 FTE.
Conduct meetings to review data gathering workbooks for Configuration Tenant builds.
Migrate configuration to Configuration Tenant builds.
Review data files provided by CLIENT for Configuration Tenant builds, run through Workday in preliminary mode, document errors in TAPP, and do pass backs with CLIENT to clean files.
Load data files in Workday for Configuration Tenant build and commit and document fallouts in TAPP for CLIENT to resolve prior to next build.
Move data files for Configuration Tenant builds through TAPP as CLIENT and ACN Leads complete their tasks and update data file TAPP status.
Conduct meetings to review data gathering workbooks for End to End Tenant builds.
Migrate configuration to End to End Tenant builds.
Review data files provided by CLIENT for End to End Tenant builds, run through Workday in preliminary mode, document errors in TAPP, and do pass backs with CLIENT to clean files.

Load data files in Workday for End to End Tenant builds and commit and document fallouts in TAPP for CLIENT to resolve prior to next build.
Move data files for End to End Tenant builds through TAPP as CLIENT and ACN Leads complete their tasks and update data file TAPP status.
Keep Tenant Management Plans and TAPP up to date.
Attend weekly CLIENT and internal calls that are applicable.
Provide any reviewed and approved Deliverables to the ACN PM.
Definian Data Migration Lead/Developers - Estimated FTE: 2 to 3 team members.
Replicate legacy data environment in the Applaud data repository.
Extract all data from each identified legacy table/file from databases which can be accessed through Applaud® via direct ODBC.
Use Applaud's analysis tools to drill down into the data repository and produce custom analysis reports.
Review the analysis reports to develop a data strategy to address the data quality issues.
Build and run Applaud components to implement the data quality strategy and address data quality issues which can be handled in an automated fashion.
Provision templates and document the initial data migration requirements defined by CLIENT.
Maintain ongoing issues list and enhancements list documentation.
Keep the data migration requirements documentation (legacy to tenant mapping) up to date.
Use the data migration requirements provided by CLIENT to create Applaud components to automatically transform legacy data.
Provide fully converted data into the defined tenant per the data gathering workbook.
Creates error logs to identify situations where the legacy data did not match the data migration requirements.
Reporting Lead and Report Developer - Estimated FTE: 2 team members at 0.50 FTE each over 7 and 5 months, respectively.
Create reporting strategies and review with CLIENT Lead for acceptance.
Conduct report workshops.
Work with ACN functional leads to evaluate report inventory from BPA to determine standard reports that will meet legacy report or features and functions within Workday that can be used in lieu of legacy reports. Update TAPP item for each report to reflect standard reports or functions to leave remaining as custom or copy and modify reports. Prioritize reports to be developed and assign responsibility.
Conduct design sessions to document designs for reports ACN owns, support CLIENT with questions as they document designs for reports CLIENT owns.
Provide ACN owned report design documents to CLIENT Report Lead for review and acceptance as they are completed.
Start and assign development on ACN owned reports once design is approved and support CLIENT on questions with development on CLIENT owned reports once design is approved.
Move reports into unit testing as development is completed.
Migrate reports to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.

Change Management Lead and Training Consultant - Estimated FTE: 2 team members at 0.50 FTE each.
Prepare agendas for all Change Management sessions.
Create Business Readiness/Change Management strategies and review with CLIENT Lead.
Create Change Ambassador Network.
Conduct Knowledge Sharing Plan sessions.
Support CLIENT Lead in their preparation of the High-Level Training strategies.
Build Impact Assessment documents and have follow on meetings with functional leads.
Create End User Training Curriculums.
Prepare and review Deliverables from above sessions with CLIENT Change Lead.
Execute against the Communication Plans.
Provide template for CLIENT to create Training Strategy.
Provide template for CLIENT to create End User Training Curriculum.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Provide reviewed Deliverables to ACN PM.

Table 13 – Accenture Tasks by Role for Architect & Configure

2.5. CLIENT Tasks by Role for Test

Below are the CLIENT tasks by role for Test and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executives - Estimated FTE: 6-8 team members.
Attend Steering Committee meetings.
Address any escalations during recurring Steering Committee meetings or an emergency Steering Meeting called if necessary.
Executive Sponsor to meet with ACN Leadership on a regular cadence.
Attend Quality Assurance Review meetings.
Participate in Marketing the Change (part of Executive Engagement) workshop.
Project Manager - Estimated FTE: 1 team member.
Provide input into cutover plans.
Review cutover plans with ACN PM.
Review all of each Deploy DED/DADs with ACN PM and upon agreement, provide DED signoff for each. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Conduct or support ACN PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Review project risks in TAPP with ACN PM
Manage the day to day of the project for all CLIENT resources and escalate issues as appropriate.
Review all DADs for acceptance and provide signoff as Test Deliverables are completed. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Functional Leads - Estimated FTE: 9-11 team members.

Conduct end to end testing and record results in TAPP. Work with ACN Lead to troubleshoot errors from testing and updating configuration.
Continue knowledge transfer into multiple weekly workstream meetings based on the project plan and direction from CLIENT PM.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend any integration, reporting, or change management meetings as requested by ACN Leads.
Review training materials as they are created.
Attend data gathering workbook sessions for Parallel Payroll tenant build as necessary.
Pre-validate data files prior to load for Parallel Payroll tenant build.
Post validate in Workday data files that were loaded for Parallel Payroll tenant build using reports provided by ACN counterpart.
Work with ACN Lead to close out or roadmap any remaining alignment opportunities or RTM items.
Subject Matter Experts - Estimated FTE: 18-33 team members.
Conduct end to end testing and record results in TAPP. Work with ACN Lead to troubleshoot errors from testing and updating configuration.
Continue knowledge transfer into multiple weekly workstream meetings based on the project plan and direction from CLIENT PM.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend any integration, reporting, or change management meetings as requested by ACN Leads.
Review training materials as they are created.
Attend data gathering workbook sessions for Parallel Payroll tenant build as necessary.
Pre-validate data files prior to load for Parallel Payroll tenant build.
Post validate in Workday data files that were loaded for Parallel Payroll tenant build using reports provided by ACN counterpart.
Work with ACN Lead to close out or roadmap any remaining alignment opportunities or RTM items.
Testing Lead - Estimated FTE: 1 team member during Architect & Configure and Test Stages.
Coordinate creation of test scenarios for user acceptance testing executing testing and populating results in TAPP.
Facilitate the assignments of testing resources to each test.
Facilitate the coordination of data across test steps within scenarios.
Work with the project team to schedule testing sessions and monitor assignments.
Monitor and coordinate testing progress.
Report weekly statistics of testing progress including total tests to perform, tests performed to date, percentage completed, numbers of pass/fail, percentage pass/fail and a list of issues deemed “showstoppers”.
Conduct a daily testing de-brief during key testing activities to review progress and set the agendas and objectives for the following day.
Define, coordinate and conduct user acceptance testing.
Prism Lead - Estimated FTE: 1 to 2 team members.
Complete CLIENT owned Prism uses cases.
Coordinate MTP activities on cutover plans with ACN Lead.
Workday Application Security Administrator - Estimated FTE: 1 team member .

Test security group memberships.
Assign security to testers as needed.
Analyze and audit security policies and procedures.
Activate security policy changes.
Integration Lead/Developers - Estimated FTE: 2 team members
Coordinate with ACN functional lead to incorporate integrations into end to end testing.
Support CLIENT integration or functional Lead to run integrations.
Tweak as necessary and retest.
Coordinate MTP activities on cutover plans with ACN Lead.
Keep run books up to date as integration proceeds through the processes.
Migrate integrations to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Data Migration Lead - Estimated FTE: 2 team member
Participate in meetings to review data gathering workbooks for Parallel Payroll tenant build.
Participate in meetings for Parallel Payroll tenant build.
Review the analysis reports to develop a data strategy to address the data quality issues.
Manually update data in the legacy system to implement the data quality strategy and address data quality issues which can only be handled in a manual fashion.
Define and document the data migration requirements, which are the detailed rules dictating how to convert the structure and content of the legacy data to match the required tenant structure.
Make decisions to resolve data errors encountered during the extraction and load processes.
Define acceptance criteria, perform pre-load data validation and formal approval of each data migration file, perform post-load data validation, perform testing to ensure that the converted data leads to desired functionality in the tenant.
Reporting Lead/Developer - Estimated FTE: 2 team members.
Coordinate with ACN functional lead to incorporate reports into end to end testing.
If any failures during end to end testing reported by CLIENT Lead, tweak as necessary and retest.
Coordinate MTP activities on cutover plans with ACN Lead.
Migrate reports to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Organizational Change Management Team - Estimated FTE: 2 team members
Execute against the Communication Plans.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Training Lead/Trainers/Content Developers (2) - Estimated FTE: 5 team members
Develop training content per the End User Training Curriculums and Training Strategies.
Meet with functional consultants as necessary to clarify any functionality.
Provide training content to CLIENT Lead for review as materials are completed.
Participate in train the trainer training.
Practice training delivery.

Table 14 – Client Tasks by Role for Test

2.6. Accenture Tasks by Role for Test

Below are the Accenture tasks by role for Test and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues.

Executive Sponsor(s)/Delivery Lead - Estimated FTE: 1 team member at 0.20 FTE (Managing Director), 1 team member at 0.50 FTE (Delivery Lead), and 1 team member at 0.10 FTE (ATC).
Attend Project Management Office, Steering Committee, and internal status meetings.
Aid in and consult on project any escalations.
Prepare for and schedule QA interviews for QA Director quarterly.
Quality Assurance Director - Estimated FTE: As required for quarterly QA Reviews.
Conduct quarterly QA reviews.
Provide results to CLIENT Project Manager and Executives for each QA review.
Project Manager - Estimated FTE: 1 team member at 1.0 FTE.
Complete cutover plans in TAPP and review with CLIENT PM.
Develop Test schedules and collaborate with CLIENT PM to review and reach agreement on the baseline schedule for each. Once agreement is reached, update the schedules accordingly and provide a baseline schedule to CLIENT PM for distribution.
Maintain the master project schedule and update it on a regular basis to reflect progress, changes, or delays. Coordinate all schedule updates with the CLIENT PM to ensure alignment.
Monitor the status of all TEST Deliverables and ensure timely completion. Provide weekly status updates to the CLIENT PM, clearly identifying any tasks or Deliverables that are at risk, delayed, or require escalation.
Conduct or support CLIENT PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Work with CLIENT PM to review project risks in TAPP and set cadence for monthly review. Work with CLIENT PM to ensure timely resolution or escalation of project risks and issues.
Conduct internal HCM/Pay, Financials, and cross-functional weekly meetings.
Document minutes on weekly internal meetings in TAPP.
Manage the day to day of the project for all Accenture resources and escalate issues to Delivery Lead as appropriate.
Attend workstream sessions as much as possible.
Ensure each Test Deliverable meets the quality standards defined in its DED, prior to submission for CLIENT PM review and signoff. Conduct review of each TEST Deliverable with CLIENT PM to facilitate acceptance and signoff of the Deliverable's DAD. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized. Provide to Delivery Lead for invoicing.
Prepare DED for each Deploy Deliverable and present to CLIENT PM. Upon agreement, obtain DED signoff for each Deploy Deliverable. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Manage tenant requests as necessary.
Functional Leads and Consultants - Estimated FTE: Up to 15 team members at 12.0 FTE in total.
Support CLIENT Lead/SMEs during end to end testing and recording results in TAPP. Work with CLIENT Lead/SMEs to troubleshoot errors from testing and updating configuration.

Continue knowledge transfer into multiple weekly workstream meetings based on the project plan and direction from ACN PM.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Attend any integration, reporting, or change management meetings as requested by ACN Leads.
Support questions from Training Content Developers as training materials are created.
Attend data gathering workbook sessions for Parallel Payroll tenant build as necessary.
Pre-validate CLIENT validated data files prior to load for Parallel Payroll tenant build.
Post validate configuration for Parallel Payroll tenant build.
Provide CLIENT Lead with reports to post validate in Workday data files that were loaded for Parallel Payroll tenant build.
Work with CLIENT Lead to close out or roadmap any remaining alignment opportunities or RTM items.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.
Prism Lead/Consultant - Estimated FTE: 1 team member at 0.50 FTE. Over 4 months leading up to MTP.
Complete ACN owned Prism uses cases.
Coordinate MTP activities on cutover plans with ACN PM.
Attend weekly CLIENT and internal calls that make sense.
Provide any reviewed and approved Deliverables to the ACN PM.
Integration Lead and Consultants - Estimated FTE: 5 team members at 1.0 FTE each during A&C and Test except for the Lead which is project duration.
Coordinate with ACN functional lead to incorporate integrations into end to end testing.
Support CLIENT integration or functional Lead to run integrations.
Tweak as necessary and retest.
Coordinate MTP activities on cutover plans with ACN PM.
Keep run books up to date as integration proceeds through the processes.
Migrate integrations to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.
Data Migration - Estimated FTE: 1 team member at 1.0 FTE.
Conduct meetings to review data gathering workbooks for Parallel Payroll Tenant build.
Migrate configuration to Parallel Payroll Tenant build.
Review data files provided by CLIENT for Parallel Payroll Tenant build, run through Workday in preliminary mode, document errors in TAPP, and do pass backs with CLIENT to clean files.
Load data files in Workday for Parallel Payroll Tenant build and commit and document fallouts in TAPP for CLIENT to resolve prior to next build.
Move data files for Parallel Payroll Tenant build through TAPP as CLIENT and ACN Leads complete their tasks and update data file TAPP status.
Keep Tenant Management Plan and TAPP up to date.
Attend weekly CLIENT and internal calls that make sense.

Provide any reviewed and approved Deliverables to the ACN PM.
Definian Data Migration Lead/Developers - Estimated FTE: 2 to 3 team members.
Replicate legacy data environment in the Applaud data repository.
Extract all data from each identified legacy table/file from databases which can be accessed through Applaud® via direct ODBC.
Use Applaud's analysis tools to drill down into the data repository and produce custom analysis reports.
Review the analysis reports to develop a data strategy to address the data quality issues.
Build and run Applaud components to implement the data quality strategy and address data quality issues which can be handled in an automated fashion.
Provision templates and document the initial data migration requirements defined by CLIENT.
Maintain ongoing issues list and enhancements list documentation.
Keep the data migration requirements documentation (legacy to tenant mapping) up to date.
Use the data migration requirements provided by CLIENT to create Applaud components to automatically transform legacy data.
Provide fully converted data into the defined tenant per the data gathering workbook.
Creates error logs to identify situations where the legacy data did not match the data migration requirements.
Reporting Lead and Report Developer - Estimated FTE: 2 team members at 0.50 FTE each over 7 and 5 months, respectively.
Coordinate with ACN functional lead to incorporate reports into end to end testing.
If any failures during end to end testing reported by CLIENT Lead, tweak as necessary and retest.
Coordinate MTP activities on cutover plans with ACN PM.
Migrate reports to required tenants as requested.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.
Change Management Lead and Training Consultant - Estimated FTE: 2 team members at 0.50 FTE each.
Create Sustainability Plan
Prepare agendas for all Change Management sessions.
Execute against the Communication Plans.
Conduct Marketing the Change (part of Executive Engagement) workshop and provide results to CLIENT.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Conduct train the trainer sessions for CLIENT Trainers.
Attend internal meetings.
Provide reviewed Deliverables to ACN PM.

Table 15 – Accenture Tasks by Role for Test

2.7. CLIENT Tasks by Role for Deploy

Below are the CLIENT tasks by role for Deploy and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executives - Estimated FTE: 6-8 team members.
Attend Steering Committee meetings.
Address any escalations during recurring Steering Committee meetings or an emergency Steering Meeting called if necessary
Executive Sponsor to meet with ACN Leadership on a regular cadence.
Attend Quality Assurance Review meetings.
Project Manager - Estimated FTE: 1 team member.
Execute cutover plans.
In conjunction with ACN PM complete MTP Authorization Forms and review with all parties that will be signing.
Conduct or support ACN PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Review project risks in TAPP with ACN PM.
Manage the day to day of the project for all CLIENT resources and escalate issues as appropriate.
Review all DADs for acceptance and provide signoff as Deploy Deliverables are completed. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Functional Leads - Estimated FTE: 9-11 team members .
Attend data gathering workbook sessions for Gold tenant builds as necessary.
Pre-validate data files prior to load for Gold tenant builds.
Post validate in Workday data files that were loaded for Gold tenant builds using reports provided by ACN counterpart.
Complete cutover tasks assigned on cutover plans.
Complete catchup transactions.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Subject Matter Experts - Estimated FTE: 18-33 team members .
Attend data gathering workbook sessions for Gold tenant builds as necessary.
Pre-validate data files prior to load for Gold tenant builds.
Post validate in Workday data files that were loaded for Gold tenant builds using reports provided by ACN counterpart.
Complete cutover tasks assigned on cutover plans.
Complete catchup transactions.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Prism Lead - Estimated FTE: 1 to 2 team members.
Support data consultant on deploy for Gold tenants.
Complete cutover tasks assigned on cutover plans.
Workday Application Security Administrator - Estimated FTE: 1 team member .
Verify security domains, security policies, role based assignments, and user based assignments in Gold tenants.
Integration Lead/Developers - Estimated FTE: 2 team members
Support data consultant on deploy for Gold tenants.
Complete cutover tasks assigned on cutover plans.
Data Migration Lead - Estimated FTE: 2 team member.

Participate in meetings to review data gathering workbooks for Gold tenant builds.
Participate in meetings for Gold tenant builds.
Review the analysis reports to develop a data strategy to address the data quality issues.
Manually update data in the legacy system to implement the data quality strategy and address data quality issues which can only be handled in a manual fashion.
Define and document the data migration requirements, which are the detailed rules dictating how to convert the structure and content of the legacy data to match the required tenant structure.
Make decisions to resolve data errors encountered during the extraction and load processes.
Define acceptance criteria, perform pre-load data validation and formal approval of each data migration file, perform post-load data validation, perform testing to ensure that the converted data leads to desired functionality in the tenant.
Reporting Lead/Developer - Estimated FTE: 2 team members.
Support data consultant on deploy for Gold tenants.
Complete cutover tasks assigned on cutover plans.
Organizational Change Management Team - Estimated FTE: 2 team members .
Execute against the Communication Plans.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Training Lead/Trainers - Estimated FTE: 2 team members .
Schedule training deliveries.
Populate data required for training in Training tenants.
Track participation in training deliveries.
Conduct training deliveries.

Table 16 – Client Tasks by Role for Deploy

2.8. Accenture Tasks by Role for Deploy

Below are the Accenture tasks by role for Deploy and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues.

Executive Sponsor(s)/Delivery Lead - Estimated FTE: 1 team member at 0.20 FTE (Managing Director), 1 team member at 0.50 FTE (Delivery Lead), and 1 team member at 0.10 FTE (ATC).
Attend Project Management Office, Steering Committee, and internal status meetings.
Aid in and consult on project any escalations.
Prepare for and schedule QA interviews for QA Director quarterly.
Quality Assurance Director - Estimated FTE: As required for quarterly QA Reviews.
Conduct quarterly QA reviews.
Provide results to CLIENT Project Manager and Executives for each QA review.
Project Manager - Estimated FTE: 1 team member at 1.0 FTE.
Execute cutover plans.
Develop Deploy schedules and collaborate with CLIENT PM to review and reach agreement on the baseline schedule for each. Once agreement is reached, update the schedules accordingly and provide a baseline schedule to CLIENT PM for distribution.

Maintain the master project schedule and update it on a regular basis to reflect progress, changes, or delays. Coordinate all schedule updates with the CLIENT PM to ensure alignment.
Monitor the status of all Deploy deliverables and ensure timely completion. Provide weekly status updates to the CLIENT PM, clearly identifying any tasks or deliverables that are at risk, delayed, or require escalation
Complete MTP Authorization Forms and review with all parties that will be signing.
Obtain all signatures for MTPs and schedule MTPs with Workday.
Conduct or support CLIENT PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Work with CLIENT PM to review project risks in TAPP and set cadence for monthly review. Work with CLIENT PM to ensure timely resolution or escalation of project risks and issues.
Conduct internal HCM/Pay, Financials, and cross-functional weekly meetings.
Document minutes on weekly internal meetings in TAPP.
Manage the day to day of the project for all Accenture resources and escalate issues to Delivery Lead as appropriate.
Ensure each Deploy deliverable meets the quality standards defined in its DED, prior to submission for CLIENT PM review and signoff. Conduct review of each Deploy deliverable with CLIENT PM to facilitate acceptance and signoff of the deliverable's DAD. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized. Provide to Delivery Lead for invoicing.
Prepare DED for each Hypercare deliverable and present to CLIENT PM. Upon agreement, obtain DED signoff for each Hypercare deliverable. The signoff will be from the CLIENT Project Manager, whom the CLIENT has authorized.
Manage tenant requests as necessary.
Functional Leads and Consultants - Estimated FTE: Up to 17 team members at 12.0 FTE in total.
Attend data gathering workbook sessions for Gold tenant builds as necessary.
Pre-validate CLIENT validated data files prior to load for Gold tenant builds.
Post validate configuration for Gold tenant builds.
Provide CLIENT Lead with reports to post validate in Workday data files that were loaded for Gold tenant builds.
Complete cutover tasks assigned on cutover plans.
Provide support to CLIENT Lead/SMEs on catchup transactions.
Prepare for Hypercare.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Keep TAPP up to date.
Provide any reviewed and approved Deliverables to the ACN PM.
Prism Lead/Consultant - Estimated FTE: 1 team member at 0.50 FTE. Over 4 months leading up to MTP.
Support data consultant on deploy for Gold tenants.
Complete cutover tasks assigned on cutover plans.
Attend weekly CLIENT and internal calls that make sense.
Provide any reviewed and approved Deliverables to the ACN PM.

Integration Lead and Consultants - Estimated FTE: 5 team members at 1.0 FTE each during A&C and Test except for the Lead which is project duration.
Support data consultant on deploy for Gold tenants.
Complete cutover tasks assigned on cutover plans.
Attend weekly CLIENT and internal calls that make sense.
Provide any reviewed and approved Deliverables to the ACN PM.
Data Migration - Estimated FTE: 1 team member at 1.0 FTE.
Conduct meetings to review data gathering workbooks for Gold Tenant builds.
Migrate configuration to Gold Tenant builds.
Review data files provided by CLIENT for Gold Tenant builds, run through Workday in preliminary mode, document errors in TAPP, and do pass backs with CLIENT to clean files.
Load data files in Workday for Gold Tenant builds and commit and document fallouts in TAPP for CLIENT to resolve prior to next build.
Move data files for Gold Tenant builds through TAPP as CLIENT and ACN Leads complete their tasks and update data file TAPP status.
Keep Tenant Management Plans and TAPP up to date.
Attend weekly CLIENT and internal calls that make sense.
Provide any reviewed and approved Deliverables to the ACN PM.
Definian Data Migration Lead/Developers - Estimated FTE: 2 to 3 team members.
Replicate legacy data environment in the Applaud data repository.
Extract all data from each identified legacy table/file from databases which can be accessed through Applaud® via direct ODBC.
Use Applaud's analysis tools to drill down into the data repository and produce custom analysis reports.
Review the analysis reports to develop a data strategy to address the data quality issues.
Build and run Applaud components to implement the data quality strategy and address data quality issues which can be handled in an automated fashion.
Provision templates and document the initial data migration requirements defined by CLIENT.
Maintain ongoing issues list and enhancements list documentation.
Keep the data migration requirements documentation (legacy to tenant mapping) up to date.
Use the data migration requirements provided by CLIENT to create Applaud components to automatically transform legacy data.
Provide fully converted data into the defined tenant per the data gathering workbook.
Creates error logs to identify situations where the legacy data did not match the data migration requirements.
Reporting Lead and Report Developer - Estimated FTE: - 2 team members at 0.50 FTE each over 7 and 5 months, respectively.
Support data consultant on deploy for Gold tenants.
Complete cutover tasks assigned on cutover plans.
Attend weekly CLIENT and internal calls that make sense.
Provide any reviewed and approved Deliverables to the ACN PM.
Change Management Lead - Estimated FTE: 1 team member at 0.50 FTE
Execute against the Communication Plans.
Complete cutover tasks assigned on cutover plans.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.

Attend internal meetings.
Training Coordinator - Estimated FTE: 1 team member at 0.50 FTE.
Monitor training deliveries of end user training classes delivered by CLIENT as necessary and offer appropriate tips.

Table 17 – Accenture Tasks by Role for Deploy

2.9. CLIENT Tasks by Role for Hypercare

Below are the CLIENT tasks by role for Hypercare and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executives - Estimated FTE: 6-8 team members.
Attend Steering Committee meetings.
Address any escalations during recurring Steering Committee meetings or an emergency Steering Meeting called if necessary.
Executive Sponsor to meet with ACN Leadership on a regular cadence.
Participate in Recognize the Value (part of Executive Engagement) workshop.
Project Manager - Estimated FTE: 1 team member.
Conduct or support ACN PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Close out project.
Functional Leads - Estimated FTE: 8-11 team members.
Conduct transactions in Production.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Subject Matter Experts - Estimated FTE: 18-33 team members .
Conduct transactions in Production
Integration Lead/Developers - Estimated FTE: 2 team members.
Run integrations in Production and put on automated schedule when ready.
Training Lead/Trainers - Estimated FTE: 2 team members.
Schedule training deliveries.
Populate data required for trainings in Training tenant.
Track participation in training deliveries.
Conduct training deliveries.

Table 18 – Client Tasks by Role for Hypercare

2.10. Accenture Tasks by Role for Hypercare

Below are the Accenture tasks by role for Hypercare and these cover the majority of tasks during the project; however, other tasks may be assigned as the project continues, subject to mutual agreement.

Executive Sponsor(s)/Delivery Lead - Estimated FTE: 1 team member at 0.20 FTE (Managing Director), 1 team member at 0.50 FTE (Delivery Lead), and 1 team member at 0.10 FTE (ATC).

Attend Project Management Office, Steering Committee, and internal status meetings.
Aid in and consult on project any escalations.
Project Manager - Estimated FTE: 1 team member at 1.0 FTE.
Conduct or support CLIENT PM for PM daily touchpoints, Project Management Office weekly status meetings, weekly Lead status meetings. Based on cadence for sharing responsibility prep, conduct, and document minutes for noted meetings.
Maintain the master project schedule and update it on a regular basis to reflect progress, changes, or delays. Coordinate all schedule updates with the CLIENT PM to ensure alignment.
Monitor the status of all Hypercare Deliverables and ensure timely completion. Provide weekly status updates to the CLIENT PM, clearly identifying any tasks or Deliverables that are at risk, delayed, or require escalation
Transition CLIENT to Workday support.
Conduct internal HCM/Pay, Financials, and cross-functional weekly meetings.
Document minutes on weekly internal meetings in TAPP.
Work with CLIENT PM to review project risks in TAPP and set cadence for monthly review. Work with CLIENT PM to ensure timely resolution or escalation of project risks and issues. Close and archive Risk Log.
Ensure each Hypercare Deliverable meets the quality standards and acceptance criteria defined in its DED, prior to submission for CLIENT PM review and signoff. Conduct review of each Hypercare Deliverable with CLIENT PM to facilitate acceptance and signoff of the Deliverable's DAD. The signoff will be from the CLIENT Project Manager whom the CLIENT has authorized. Provide to Delivery Lead for invoicing.
Close out project.
Functional Leads and Consultants - Estimated FTE: Up to 17 team members at 12.0 FTE in total.
Co-lead weekly workstream status meeting to update status and prepare for weekly Leads meeting.
Attend weekly Leads meeting.
Attend internal meetings.
Provide Hypercare support.
Close out project under ACN PM's direction.
Prism Lead/Consultant - Estimated FTE: 1 team member at 0.50 FTE. Over 4 months leading up to MTP.
Provide Hypercare support.
Close out project under ACN PM's direction.
Integration Lead and Consultants - Estimated FTE: 5 team members at 1.0 FTE each during A&C and Test except for the Lead which is project duration.
Provide Hypercare support.
Close out project under ACN PM's direction.
Data Migration/Reporting Lead and Report Developer - Estimated FTE: 1 team member at 2.0 FTE .
Load any post MTPs data files.
Close out project under ACN PM's direction.
Change Management Lead - Estimated FTE: 1 team member at 0.50 FTE.

Conduct Recognize the Value (part of Executive Engagement) workshop and provide results to CLIENT Project Manager and Executives.
Close out project under ACN PM's direction.

Table 19 – Accenture Tasks by Role for Hypercare

3. Workday Deployment Methodology and Deliverables

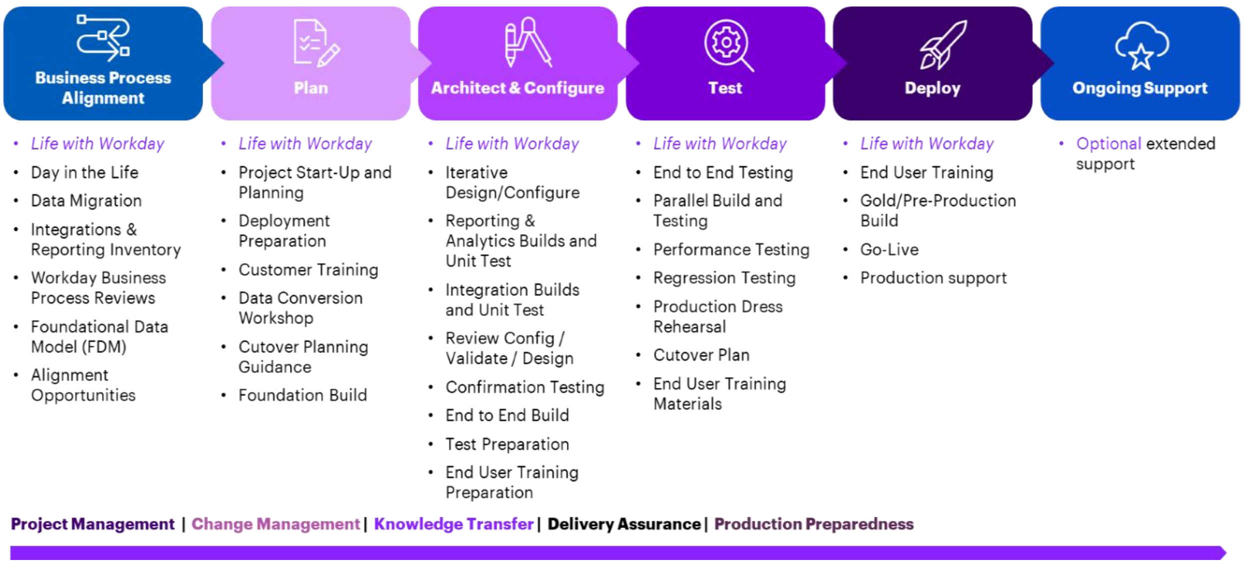

Figure 5 Workday Deployment Methodology

3.1. Deliverables and Activities

The Workday deployment methodology consists of five stages: Plan, Architect & Configure, Test, and Deploy. The following section describes the Deliverables that Accenture will create in each stage and the Client Responsibilities associated with each stage as set forth below. The schedule required to complete these Deliverables is based on the contents of the Deployment Scope section of this SOW.

Plan Stage

At the project onset, the combined project teams from the CLIENT and Accenture will refine the scope of the project, developing clear project boundaries for what is in scope and out of scope and create a Project Charter. The objective of the Plan Stage is to establish a true consensus among the project team and key stakeholders on critical elements of what needs to be done, how it will be done, and who will do it.

Our project management approach engages the CLIENT and Accenture Project Management Team to manage the Project Management Plan, project resources, and scope changes, as well as serve as the escalation point for project issues. Project management governance will be implemented, and key strategies will be developed to deal with on-going project team communication, risk and issue management, change management, training, testing, reporting, and the transition to production support. The project managers will prepare the Project Management Plan and refine the project scope, if necessary. The approved Project Management Plan and this SOW document will be the mechanism by which the project management team monitors project progress and identifies changes in the scope of Services. The Project Management Plan will also identify the assigned resources, the Deliverables, and the timing of the key Deliverables.

The following in **Table 20** are the Deliverables Accenture will develop during the Plan stage and the Acceptance Criteria listed is a starting point for the DEDs:

Deliverable	Description
#22 Project Management Plan	Project management plan for the Project management activities and related monitoring of the project activities. Acceptance Criteria – Project management plan documented in TAPP.
#23 Initial Deployment Data Gathering Workbook	Workbook used to gather the CLIENT information for inclusion in the Foundation Tenant documented and reviewed. Acceptance Criteria –Data gathering workbooks documented to educate CLIENT on data so extraction can begin.
#58 Foundation Tenant Data	Data to build Foundation Tenant that has been extracted, cleansed, and transformed per defined data requirements. Acceptance Criteria – Fully converted data provided and accepted.
#24 Foundation Tenant	Foundation Tenant is used to kick-start the discovery and design activities. Contains a subset of the CLIENT data loaded into the environment (Data Load #1). The CLIENT is responsible for validating its accuracy. Acceptance Criteria – Foundation tenant build completed.
#25 Integration Discovery and Tracker	Confirm and document integrations updates. Acceptance Criteria – Integrations confirmed and documented.
#26 Communication Plan	Accenture will lead the design of the Communication Plan, as a starting point to outline the communication events for the deployment in order to raise awareness and invite user engagement. The plan will identify Audience types as well as a timeline to communicate key messages. The plan will be considered a living document and filled out as the project progresses. Acceptance Criteria – Communication plan delivered which outlines communications events and key audiences as well as timing throughout the project.
#27 Leadership / Sponsorship Workshop and Support	Accenture will lead a Project Sponsor and Leadership workshop to help prepare this group for their role on the Workday implementation. Accenture will provide guidance to this team throughout the duration of the project with a sponsorship roadmap. Acceptance Criteria – Workshop conducted and documented to educate the group on the role for the Workday deployment.
#28 Project Kickoff	Introduces team members and executive sponsors. Overview of project goals, review of scope and high-level timeline. Foundation Tenant demonstration, identification of project roles and responsibilities. Acceptance Criteria – Project kickoff conducted and documented.

Table 20 Deliverables Produced for Plan by Accenture

The following in **Table 21** are the Client Supplied Materials the CLIENT will provide to Accenture during the Plan stage:

Client Supplied Materials	Description
Project Charter	Provides authorization for the Project and identifies project goals, objectives, scope, governance structure, roles and responsibilities.

Foundation Tenant	The CLIENT is responsible for validating data accuracy.
Project Kickoff	Introduces team members and executive sponsors. Overview of project goals, review of scope and high-level timeline. Foundation Tenant demonstration, identification of project roles and responsibilities.

Table 21 Client Supplied Materials for Plan

PLAN STAGE EXPECTATIONS

- Accenture expects that all the agencies, departments, divisions, or associated units of the CLIENT whose functional areas will be using HCM/Payroll and Financials will actively participate representing their area on the project. Except as otherwise stated, the CLIENT will maintain standard business processes and configurations in all functional areas.
- Overall project management responsibility will belong to Accenture, with the CLIENT having certain Responsibilities under this Project, as specified in this SOW. The CLIENT will provide an Executive Sponsor(s), Project Manager, and Functional and Technical leads to participate in discovery, design and configuration, as well as test and deployment activities. The CLIENT's Project Manager will coordinate project activities with the Accenture Project Leadership.
- The CLIENT is responsible for the development of any functional area and end user policies, procedures, and user manuals.
- The CLIENT's Project Leadership will provide a plan of action for critical functional and technical issues within five (5) business days following identification of such issues. Issues not responded to within the allotted time will be immediately escalated to the CLIENT Executive Sponsor(s) for resolution. The Accenture Project Manager must promptly bring up any issue(s) or delays that occur due to lack of the CLIENT resources to avoid schedule impact.
- Accenture requires the CLIENT to complete Workday's project team training, which is covered in the contract between Workday and the CLIENT, before the beginning of the Architect & Configure Stage because the business decisions made at that stage will directly impact the entire project outcome and duration. Understanding the features, capabilities, and limitations of the software will help project team members promptly make good decisions.
- Upon the SOW Effective Date, Accenture will work with Workday and CLIENT to determine a training plan so CLIENT can book training with Workday. CLIENT will complete appropriate Workday training prior to beginning the Architect & Configure Stage. Accenture agrees with Workday on recommended training courses and below is a list of those deemed appropriate for the Architect & Configure Stage of the Project:
    - Getting Started with Workday Touchpoint Kits
    - HCM Core for Administrators
    - Compensation for Administrators
    - Benefits for Administrators
    - Absence for Administrators
    - Time Tracking for Administrators
    - U.S. Payroll for Administrators
    - Scheduling for Administrators
    - Recruiting for Administrators
    - Talent for Administrators
    - Learning for Administrators
    - Financial Accounting for Administrators
    - Financial Budgets for Administrators
    - Banking and Settlement for Administrators

- Business Assets for Administrators
- Procure to Pay for Administrators
- Strategic Sourcing for Administrators
- Customer Accounts and Contractors for Administrators
- Projects for Administrators
- Grants Management Post Award for Administrators
- Expenses for Administrators
- Business Process for Administrators
- Security for Administrators
- Creating Inbound EIB Integrations
- Creating Integrations using Workday Studio

ARCHITECT & CONFIGURE STAGE

Requirements validation occurs at several points in CLIENT's project. The first is through the BPA which happens prior to the start of the deployment portion of the project. One of the primary Deliverables from the BPA is the identification of the differences between the CLIENT's key current HCM/Payroll and Financials business processes and those business processes executed in Workday. The Actionable Plan with Alignment Opportunities from BPA will be utilized by the Accenture deployment team as input to their Architect design sessions in which they will further identify the differences and determine an efficient approach.

Design sessions for each functional area will be scheduled with agendas provided. Accenture will use Design Decision Guides to capture the decisions that will be made for each functional area along with the impact and reasoning behind each design decision. The reasoning is equally important as the decision itself for reference when future changes are considered to configuration. It also helps the CLIENT understand the "why" behind the configuration so that the CLIENT is better able to support the new system and processes after the project is complete. Accenture's Design Decision Guides utilize an agile approach, in that the decisions often evolve throughout the deployment as Accenture and the CLIENT tests and collaborates with Accenture's cross functional teams, in which case, CLIENT will update the documentation starting during the Test Stage.

Along with the information gathered in the Design Decision Guides, any action items, issues, or risks identified during the sessions will be logged in TAPP. These Items are placed in TAPP for tracking and are used to drive decisions needed to complete configuration. The joint project team will capture issues, differences, or challenges, and present alternatives for review. If key risks to the project are identified by the joint project team, those risks will be captured on the project risk log, so that they can be presented to the steering committee for mitigation strategies. The Design Decision Guides cover all functional areas and security.

Accenture will provide Design Decision Guide templates to be utilized in the next stage of design. Design Decision Guides capture the decisions.

During these sessions, Accenture and CLIENT will discuss what constitutes a true requirement versus "the way it has always been done." Using the Workday pre-defined business processes, the approach focuses more on reviewing the way something is done within Workday and having CLIENT communicate why something will not work versus the traditional model of the CLIENT providing not only what the requirement is but how the requirement should be met and the consulting team configuring the system to meet this design. This is an important distinction of the design process as CLIENT's desire to take advantage of leading practices and the functionality inherent within Workday and meeting a "requirement" can involve doing things differently within the new system yet still fulfilling the core requirement.

CLIENT and Accenture project managers will finalize the Project Work Plan with an updated schedule and resource assignments based on decisions made during this stage, which shall be subject to mutual agreement.

During the functional design sessions, Accenture will provide CLIENT with the required data elements and formats that CLIENT will extract into as necessary to execute the Data Migration Strategy. The resulting flat files will be encrypted and transferred to a data migration tool via sFTP. Accenture will utilize the data migration tool to run various validation and mapping routines to transform CLIENT's data into a format compatible with Workday's iLoad tool to then perform the import of data into Workday.

Once the validation and mapping occur, the migration tool will provide a list of errors that CLIENT will have the ability to correct/update in the source system. Once the corrections are complete, the extract program will be rerun, and the process will start over again. At the point that the validation and mapping routines are error free, the migration tool will populate the Workday iLoad templates with the transformed legacy data and the data will be loaded into the Workday Tenant. When that process is complete, CLIENT will validate the data in the Workday Tenant.

The joint project team will complete integration and reporting specifications during the Architect Stage, so the code development and testing can commence during the next stage.

Accenture requires CLIENT to complete Workday's project team training, which is covered in the contract between Workday and CLIENT, before beginning this stage because the business decisions made at this stage will directly impact the entire project outcome and duration. Understanding the features, capabilities, and limitations of the software will help project team members promptly make good decisions.

The objectives of the Configure portion of the Architect & Configure Stage are to complete the configuration of the Workday solution based on the business process design specifications, configuration analysis specifications, integration design, and custom report specifications developed in the Architect Stage. All application configurations are complete, the necessary legacy data is migrated, integration configuration is complete, and the tenant is fully prepared for the Test Stage.

This stage features an iterative cycle of configuring, unit testing, reconfiguring, and retesting until the configured processes are validated by CLIENT. During this stage, reports and integrations will be built, and unit tested following an iterative process. At the conclusion of this stage, Accenture with support from CLIENT create test plans, test scenarios, and test scripts per the testing approach below using the business processes and data designed specifically for CLIENT.

In Architect & Configure Stage, Accenture will perform a data load for prototyping and another load to prepare for testing. The latter data load will be a full data load, as opposed to representative data, and will be critical for testing in addition to verifying the data migration process is repeatable.

Accenture uses a Workday data migration methodology and data migration tools to complement Workday's iLoad and Data Loader tools, to expedite the data migration process and assist CLIENT with the analysis of its data.

The following in **Table 22** are the Deliverables Accenture will develop during the Architect & Configure stage and the Acceptance Criteria listed is a starting point for the DEDs:

Deliverable	Description
#29 Test Strategy and Plan	Test strategy and plan will define testing, purposes, responsibilities, guidelines, schedule, and other information specific to the testing that will occur in the Test Stage. Acceptance Criteria – Test strategy and plan documented.
#30 Business Readiness / Change Management Strategy	Accenture will provide the CLIENT with a strategy that describes the user engagement approach facilitated during the project in preparation for ongoing usage of Workday. It will describe the approach for user readiness and adoption activities during the various stages. It will reference the communication and training plan as well as targeted tactics, and delivery channels. Acceptance Criteria – Business Readiness / Change Management strategy documented.

#31 Success Criteria Workshop	Executive Engagement Success Criteria Workshop conducted with executives and functional leads to determine how the CLIENT will measure success and accomplishment of goals. Acceptance Criteria – Success Criteria Workshop conducted and documented.
#32 Organizational Readiness Assessment Started in BPA and delivered in Plan Stage	Accenture will deploy one change readiness survey, using PACT™ at the start of the project for up to one hundred employees who CLIENT identifies as likely to be impacted by the Financials and HCM/Payroll deployment. Once Accenture presents the results of the change readiness to the CLIENT, CLIENT and Accenture will use those results to further inform the Communication Plan and Impact Assessment. Accenture will present CLIENT with quantitative data to use to help execute an effective user engagement and communication program. Acceptance Criteria – Documented and presented survey results.
#33 Final Integration Strategy	Define and document the integration strategy for all integrations including type, tools, and test plan. Acceptance Criteria – Final Integration Strategy documented.
#34 Data Migration Strategy and Tenant Management Plan	Define and document the data migration strategy for each tenant build including the validation of the data and define the plan for managing each tenant. Acceptance Criteria – Data Migration Strategy and Tenant Management Plan documented.
#35 Accenture Integration Requirements and Field Mapping - Wave A	Define and document integration requirements including field mapping, functional requirements and process flows for packaged and custom integrations. Acceptance Criteria – Integration designs documented and approved for development to begin for – Wave A.
#36 Report Workshop w/ Reports	One report workshop conducted on how to develop reports with report development started. This is in addition to Workday required training noted in the Reporting scope section. Acceptance Criteria – Conduct report workshop with reports started documented.
#37 Accenture Integration Requirements and Field Mapping - Wave B	Define and document integration requirements including field mapping, functional requirements and process flows for packaged and custom integrations. Acceptance Criteria – Integration designs documented and approved for development to begin for – Wave B.
#38 Design Decision Guides and/or Workbooks	More detailed design sessions to gather configuration data. The Design Decision Guides and/or Workbooks include the security configuration and the organizational roles for configuration in business processes. More detailed design sessions to identify and gather the data to support and secure the Prism use cases. Acceptance Criteria – Configurations documented in Design Decision Guides and/or Workbooks based on information gathered in Architect design sessions including Prism.
#59 Configuration Tenant Data	Data to build Configuration Tenant that has been extracted, cleansed, and transformed per defined data requirements. Acceptance Criteria – Fully converted data provided and accepted.
#39 Configuration Tenant	Configuration Tenant - Configured tenant based on the decisions made in the Architect & Configure Stage; data load #2. The CLIENT is responsible for validating its accuracy. Acceptance Criteria – Configuration tenant build completed.
#40 Impact Assessment	Accenture will lead the assessment of the business process changes that will affect the end-user population. Accenture will document the Information which is subsequently incorporated into the communication and training strategies. This approach supports participatory, two-way communications. Accenture and

	CLIENT will complete this assessment using a variety of methods, such as document review of fit, interviews with the CLIENT and Accenture team members. Acceptance Criteria – Impact assessment documented.

Table 22 Deliverables Produced for Architect & Configure by Accenture

The following in **Table 23** are the CLIENT Supplied Materials that Client will deliver to Accenture during the Architect & Configure stage:

Client Supplied Materials	Description
Training Strategy	CLIENT will define the training strategy. Accenture will provide a template to begin the training strategy and the CLIENT will customize the template to meet the specific stated needs. This document will summarize the plan for training delivery to the end-user population. It will capture training objectives, documents key requirements for materials, identify training locations, describe training delivery methods, and identifies challenges and the timeline for training delivery. CLIENT will update the strategy as information becomes available through the completion of the Configure & Prototype stage.
End User Training Curriculum	CLIENT will begin with a template provided by Accenture that the CLIENT and Accenture will customize to meet the specific curricula required. This document is the overall curriculum narrative that describes each course that will be taught during the Deploy Stage. The curriculum matches required learning to future job roles and business processes.
Test Plan and Schedule	Test plan and schedule will define testing, purposes, responsibilities, guidelines, schedule, and other information specific to the testing that will occur in the Test Stage.
Configuration Tenant	The CLIENT is responsible for validating data accuracy.
Customer Confirmation Sessions Playback	CLIENT will playback Configuration Tenant with support from Accenture to CLIENT peers showing CLIENT business processes within Workday.
Completed Unit Tests Results	Completed test cycle to validate configuration. Accenture is responsible for fixing errors that may occur during unit testing. The CLIENT security team validates security provisioning is in place for testers.
Integrations Unit Test Results	Integrations unit tested.
Test Scenarios Document	CLIENT defines all test scenarios to run successfully during testing. Accenture will provide the CLIENT with test scenarios from the Workday deployment guide as a starting point and facilitate the completion of these by the CLIENT.
End to End Tenant	The CLIENT is responsible for validating data accuracy.

Table 23 Client Supplied Materials for Architect & Configure

Test Stage

To assess the accuracy and performance of the new system, CLIENT will perform system testing, production dress rehearsal, and parallel testing during this stage. The testing will be based on the Test Plan, test use cases, and test scripts created during Architect & Configure Stage. Each test effort has a different purpose and addresses a different set of conditions. Meeting the agreed-upon exit criteria for each test effort must be met before completing this stage and moving to the final stage: Deployment. While

Accenture will help plan the testing and advise CLIENT on the content of the test scripts, CLIENT expects primary responsibility for conducting the actual testing. Accenture's testing approach is as follows:

The overall approach relies on the use of TAPP to define, coordinate and record results for test activities throughout the various stages of testing. TAPP will contain a baseline of Workday test cases supplemented by discussions with the CLIENT to expand those definitions in test scenarios to capture the specifics of the CLIENT's environment. As part of documenting the test results, the CLIENT will need to complete the disposition of the Alignment Opportunities in TAPP to record any necessary comments and mark as done which will allow the CLIENT to have full documentation of requirements. CLIENT responsible tasks will be supported by Accenture. Accenture will provide access to the Project Portal to each project team member who will be participating in testing and who is expected to actively review the Project Portal.

Accenture will:

- Conduct smoke (unit) tests to validate functionality and features are working prior to handing over to the CLIENT for testing.
- Facilitate the definition of the CLIENT End to End, Parallel Payroll, and Production Dress Rehearsal scenarios.
- Troubleshoot issues that occur during the test stage.

CLIENT will:

- Define the CLIENT End to End, Parallel Payroll, and Production Dress Rehearsal scenarios.
- Agree that the scope of the testing defined is sufficient for the project to confirm the system.
- The testing will provide one key measure for authorization to move to Production with Workday.
- Facilitate the assignment of testing resources to each test.
- Facilitate the coordination of data across test steps within scenarios.
- Work with the project team to schedule testing sessions and monitor assignments.
- Monitor and coordinate testing progress.
- Report weekly statistics of testing progress including total tests to perform, tests performed to date, percentage completed, numbers of pass/fail, percentage pass/fail and a list of issues deemed "showstoppers".
- Perform all tests except for smoke (unit) testing.
- Log all issues and link those issues to the related test
- Conduct a daily testing de-brief during key testing activities to review progress and set the agendas and objectives for the following day.
- Record the results of all tests in the Project Portal
- Be responsible for all parallel testing reconciliations including those that involve paper-based processes in the CLIENT's current payroll process with the support of Accenture.
- Be responsible for completing hands-on testing activities and recording and resolving all issues in accordance with the CLIENT's post production support model with support from Accenture
- Complete disposition of Alignment Opportunities in TAPP

The following in **Table 24** are the Deliverables Accenture will develop during the Test stage and the Acceptance Criteria listed is a starting point for the DEDs:

Deliverable	Description
#41 Accenture Integration Requirements and Field Mapping - Wave C	Define and document integration requirements including field mapping, functional requirements and process flows for packaged and custom integrations. Acceptance Criteria – Integration designs documented and approved for development to begin for – Wave C.
#60 End to End Tenant Data	Data to build End to End Tenant that has been extracted, cleansed, and transformed per defined data requirements. Acceptance Criteria – Fully converted data provided and accepted.

#42 End to End Tenant	End to End Tenant – Full data (data load #2) will be executed to prepare a Workday tenant for end to end testing. The CLIENT is responsible for validating its accuracy. Acceptance Criteria – End to end tenant build completed.
#43 Smoke Tests Results	Completed test cycle to validate that the testing tenants are complete by executing short tests to validate that all key functional areas are working correctly. Accenture is responsible for fixing errors that may occur during smoke testing. The CLIENT security team validates security provisioning is in place for testers. Acceptance Criteria – Smoke tests completed and results documented to validate configuration ready for CLIENT testing.
#44 Knowledge Sharing Plan Started in Architect & Configure Stage delivered in Test Stage	Accenture will provide plans that establish a minimum set of measurable skills that must be acquired such that CLIENT project team members consistently gain knowledge needed to ultimately support Workday without consultants. Acceptance Criteria – Knowledge sharing plan documented.
#45 Cutover Plan	Plan for cutover to Production used to track completion of activities and overall status of the cutover with owner for each documented. Acceptance Criteria – Detailed list of activities throughout Deploy Stage to prepare for Move to Production executed and documented.
#46 Accenture Developed Integrations Test Results – Wave A	Accenture Integrations developed, and unit tested. Acceptance Criteria – Accenture integrations developed, and unit tested with results documented – Wave A.
#61 Parallel Tenant Data	Data to build Parallel Tenant that has been extracted, cleansed, and transformed per defined data requirements. Acceptance Criteria – Fully converted data provided and accepted.
#47 Parallel Tenant	Parallel Tenant – Full data (data load #4) will be executed to convert all employee / Payroll / Human Resources /Financials data to prepare a Workday tenant for parallel Payroll end testing. The CLIENT is responsible for validating its accuracy. Acceptance Criteria – Parallel tenant build complete.
#48 Accenture Developed ACFR Reporting	Accenture ACFR reports developed. Acceptance Criteria – Accenture ACFR reports developed.
#49 Accenture Developed Integrations Test Results – Wave B	Accenture Integrations developed, and unit tested. Acceptance Criteria – Accenture integrations developed, and unit tested with results documented – Wave B.
#50 Accenture Developed Integrations Test Results – Wave C	Accenture Integrations developed, and unit tested. Acceptance Criteria – Accenture integrations developed, and unit tested with results documented – Wave C.

Table 24 Deliverables Produced for Test by Accenture

The following in **Table 25** are the CLIENT Supplied Materials that Client will deliver to Accenture during the Test stage:

Work Product	Description
End User Training Content Development	The Workday Adoption Kit of materials will form the baseline for this content and CLIENT may supplement this content with other materials when those materials do not exist.

Completed End-to-End (System) Testing Results	Completed test cycle to validate the flow of end-to-end processes between multiple functions and third-party integrations as well as the data in Prism and the corresponding reports. Support from Accenture will include answering questions on transaction processing as well as trouble shooting and supporting the CLIENT in correcting issues found.
Completed Production Dress Rehearsal	Completed test cycle to validate acceptance of system. Support from Accenture will include answering questions on transactional processing. CLIENT will be responsible for correcting issues found.
Parallel Tenant	The CLIENT is responsible for validating data accuracy.
Payroll Parallel Testing w/ Results	Completed payroll parallel testing for 2 parallel cycles with agreed upon error percentage. Support from Accenture will include answering questions on transaction processing as well as trouble shooting, and correcting issues found.
Cutover Plan	Plan for cutover to Production used to track completion of activities and overall status of the cutover with owner for each documented.

Table 25 Client Supplied Materials for Test

DEPLOY STAGE

This stage includes the steps necessary to move the Workday solution into production with the features and functionality described in the Project Charter. It also includes the transition to Workday Support Services for post-production support. The detailed Deployment Plan lists all remaining activities necessary for a successful deployment. A typical Workday deployment takes four weeks to perform and requires the following high-level activities:

- Final check of iLoads for Gold build
- Extract of data from the CLIENT current Production environments
- Build of the Gold tenant which becomes the Production environment
- CLIENT validating the data migrated into the Gold build
- CLIENT inputting catch up transactions from the period of the data extracts from the current Production environment
- Approval from Workday to move into Production
- Move to Production

Once the Move to Production occurs, the three (3) months of post-production support also known as hypercare support begins and will run for ninety (90) days.

The following in **Table 26** are the Deliverables Accenture will develop during the Deploy stage and the Acceptance Criteria listed is a starting point for the DEDs:

Deliverable	Description
#51 Move to Production Authorization Form	Signed Move to Production authorization form completed and uploaded at least 48 hours prior to production move. Gold Tenant is moved into live Production environment. Acceptance Criteria – Move to Production Authorization Form executed and documented with all appropriate signatures.
#62 Gold Tenant Data	Data to build Gold Tenant that has been extracted, cleansed, and transformed per defined data requirements. Acceptance Criteria – Fully converted data provided and accepted.
#52 Gold Tenant	Gold Tenant - Full data (data load #5) will be executed to convert all employee / Payroll / Human Resources / Financials data to prepare a Workday tenant for

	gold build to be moved to Production. The CLIENT is responsible for validating its accuracy. Acceptance Criteria – Gold tenant build completed.
#53 Marketing the Change Workshop	Executive Engagement Marketing the Change Workshop conducted with executives to review overall organization strategic initiatives and goals and alignment with Workday goals and objectives. Determine what needs to be done to communicate these changes prior to Workday going live. Review success criteria and metrics and adjust as needed. Acceptance Criteria – Marketing the Change Workshop documented and conducted.

Table 26 Deliverables Produced for Deploy by Accenture

The following in **Table 27** are the CLIENT Supplied Materials that Client will deliver to Accenture during the Deploy stage:

Work Product	Description
Training Delivery	This Deliverable will take on a variety of formats using synchronous (CLIENT-led training via classroom, webinars) and asynchronous (self-paced via videos, user guides, job aids, etc.) methods.
Gold Tenant	The CLIENT is responsible for validating data accuracy.
Move to Production Authorization Form	Signed Move to Production authorization form completed and uploaded at least 48 hours prior to production move. Gold Tenant is moved into live Production environment.

Table 27 Work Product Produced for Deploy by the CLIENT

HYPERCARE

After going live, Accenture will assist the CLIENT in its transition to Workday Production Services through a series of transition meetings. During this process, Accenture will conduct activities designed to transfer its knowledge of the CLIENT's deployment to the CLIENT's Production Support Team. The transition to Workday is an activity that is required by Workday that will occur in the first or second week after Move to Production.

Hypercare is for Accenture to provide post-production support which will be for 3 months from the Move to Production.

The following in **Table 28** are the Deliverables Accenture will develop during the Hypercare stage and the Acceptance Criteria listed is a starting point for the DEDs:

Deliverable	Description
#54 Month 1 of Hypercare Completed	Month 1 of Hypercare provided to support CLIENT on tested and approved configuration, business processes, reports, and integrations moved to Production as part of the Move to Production process.
#55 Month 2 of Hypercare Completed	Month 2 of Hypercare provided to support CLIENT on tested and approved configuration, business processes, reports, and integrations moved to Production as part of the Move to Production process.
#56 Month 3 of Hypercare Completed	Month 3 of Hypercare provided to support CLIENT on tested and approved configuration, business processes, reports, and integrations moved to Production as part of the Move to Production process.

#57 Recognize the Value Workshop	Executive Engagement Recognizing the Value Workshop conducted with executives 30 days after Move to Production to review metrics for success criteria and goal accomplishment. Review support model and need for any adjustments. Acceptance Criteria – Recognize the Value Workshop documented and conducted.

Table 28 Deliverables Produced for Hypercare by Accenture

The following in **Table 29** are the Client Supplied Materials that the CLIENT will deliver during the Hypercare stage:

Work Product	Description
None	

Table 29 Client Supplied Materials for Hypercare

4. Deployment Scope

Accenture will implement and configure HCM/Payroll and Financials generally available functionality as prioritized by the CLIENT during the initial stages of the project. The CLIENT will strive to reduce and align the number of plans, codes, business process steps, and other configurations that are currently different across the agencies, departments, and other areas within the CLIENT.

In order to provide a clear understanding of the high-level contents of a functional area, a definition of each for HCM/Payroll and Financials is listed below.

Human Capital Management consists of Worker Information, Country Specific Information and Reporting, Staffing which includes Onboarding, Compensation, Benefits, Absence, Safety Incident Tracking, Business Asset Tracking, Employee and Manager Self-Service, and Worklets and Reports for Human Capital Management.

Compensation consists of the Compensation Framework, Manage Compensation Plans, Salary, Hourly, Allowance, Merit, Bonus, Stock, Commission, One-Time Payment, Compensation Statements, Severance, and Market Salary Data.

Benefits consists of Setup Benefits, Costs and Rates, Health Care Plans, Insurance Plans, Retirement Savings Plans, Health Savings Plans, Spending Accounts, Additional Benefit Plans, Enrollment Events and Rules, Default Coverage and Auto-Enrollment, Cross Plan Dependencies, Benefit Credits and Surcharges, Multiple Jobs, Open Enrollment, Benefit Changes, Passive Events, Evidence of Insurability, COBRA, Patient Protection and Affordable Care Act, and Dependents and Beneficiaries.

Absence consists of Time Off and Leave of Absence.

Scheduling consists of Scheduling Organizations, Schedule Tag Types, Schedule Service Steps, and Schedule Generation Processes.

Time Tracking consists of Time Entry Setup, Time Calculations, Time Entry Validations, Period Schedules, Work Schedules, Worker Eligibility for Time Tracking, and Entering, Viewing, and Correcting Time.

Payroll for the US consists of Payroll History, Earnings, Deductions, Banking Setup, Payroll Accounting Setup, Settlement, Payslips, Tax Filing, Labor Costing, Multiple Jobs, Retroactive Payments, Payroll Processing, W-2 and W-2C Reporting, and Worktag Balancing for Payroll.

Recruiting consists of Recruiting Basics, Recruiting Workflow, Job Requisitions, Evergreen Requisitions, Career Sites, Agency Management, Job Postings, Candidates, Referrals, Questionnaires, Candidate Pools, Recruiting Compliance, and Recruiting Reports.

Talent consists of Goals, Development Items (e.g. Performance Development Plans), Skills and Experience, Career Interests, Talent Reviews, Employee Reviews, Talent and Performance Calibrations, (e.g. Workday Calibration Tool), Feedback, Succession, Talent Matrix Reports, (e.g. 9 Box), Talent Pools, View Talent Across Organizations, Workforce Metrics, and Talent Insight Apps and Talent Reports.

Learning consists of Sales Items for Course Costs, Catalog Courses, Course Offerings, and Learning Campaigns and Learning Reports.

Prism Analytics blends external data with Workday data to generate a new Workday Data Source to be used in Workday reporting.

Financial Management consists of Financial Accounting, Supplier Management, Revenue, Business Assets, Procurement, Cash, and Settlement.

Financial Accounting consists of the Financial Accounting Structure, Ledger Accounts, Budgets and Plans, Journal Processing, Statistics, Allocations, Period/Year Close, Worktag Balancing, Average Daily Balance, and Financial Reporting, Budgetary Control and Commitment Accounting consists of the Financial Accounting Structure (FDM), Budgets and Plans, Position Control, and Spend Control.

Customers (Revenue) consists of Customers, Sales Items, Customer Contracts, Customer Invoices, Customer Payments, Credit Card Payments, Cash Sales, Deposits, Write-offs, Billing, and Revenue Recognition.

Projects consists of Projects Planning, Capital Projects, and Time and Effort Reporting.

Grants consists of Funds, Sponsors, Grants Cost Capture, Facilities and Administration Award Costs, Award Proposals, Awards, Grants Revenue Recognition, and Grants Billing and Collection.

Supplier Management consists of Suppliers, Catalogs and Items, Supplier Punchout, Prepaid Supplier Spend, Invoicing and Payables, 1099 MISC Reporting, and 1042-S Reporting.

Business Assets consists of Asset Tracking and Asset Accounting.

Expenses consists of Expense Items, Expense Reports, Credit Card Processing, Travel Booking, Payment Elections, Expense Analytics, and Spend Control.

Banking & Settlement (Cash) consists of Banking Setup, Bank Account Transfers, Bank Account Reconciliation, Cash Forecasting, and Cash Management Reports. Settlement consists of Settlement Configuration, Ad Hoc Payments, Settle Payments, Acknowledge Payments, Check and Advice Printing, and Preauthorize Bank Accounts.

Procurement consists of Requisitions, Requisition Sourcing, Request for Quotes, Purchase Orders, Procurement Cards, Supplier Contracts, Supplier Contract Renewals, Contingent Worker Spend, Receiving, Supplier Accounts Match Process, Spend Control, Spend Analytics, and Supplier Collaboration.

Strategic Sourcing Expert consists of Intake, Pipeline, Sourcing, Supplier Onboarding and Management, and Supplier Contracts.

Contract Lifecycle Management consists of Intake & Creation, Negotiation & Redlining, Approval & Execution, and Clause Library.

4.1. Functional Scope Expectations

For items listed in the Product Component and Scope Descriptions table below that contain metrics, the metrics are not a limitation on the software but rather a scope guideline for the project. For items that have a metric listed next to them, a 15% variance on metrics or work effort is included in scope. For variances above 15%, Accenture will provide guidance to the CLIENT project team designated in that area about how to complete the activity and will provide guidance as the CLIENT configures the remaining items outside of the scope guideline. A change in scope may have an impact on pricing and require a change order.

The following expectations in **Table 30** were made with respect to the HCM/Payroll functional scope of the CLIENT's project:

PRODUCT COMPONENT	SCOPE DESCRIPTION
Core HR	• **Core HR** - Set up core, default values, core data conversion, default Workday business processes, and default security setup. Deploy Workday application for USA current employee population of ~6,900. • **Organizations** - 1 Supervisory structure, up to 8 companies, up to 5 matrix orgs, 3 custom org types up to 100 of each type, 500 cost centers, 15 regions, 50 business units, 8 pay groups, up to 10 related org type hierarchies (including location hierarchies). • **Jobs and Positions** - 2 staffing models, up to 20 job family groups, 100 job families, 600 job profiles, 1 management level hierarchy, 50 work shifts, 50 work functions. • **Unions –** Up to 15 collective bargaining units. • **Configurable Security** – Configure up to 5 custom security groups. • **Contingent Workers** – up to 500. • **Mobile** – Deploy standard mobile functionality, consisting of mobile domains and configuring the login process. • **Request Framework** – up to 5 custom business processes • **Onboarding -** Implemented with Workday delivered task/configuration from WD setup (W-4, I-9, Contact information). Includes onboarding setup for default definition used for hire and one definition used for change job. Condition rules to deliver content variable to job and employee types. Configuration of onboarding and related subprocess workflows. Configure 2 onboarding setup templates for hire and job change onboarding. Up to 10 dynamic/generated documents (Policy acknowledgement, employee handbook, parking pass form, etc.). • **Safety Compliance** - Define 3 complex Safety Incident Business Processes with distributed processing and additional steps for supporting documents and approvals. Tracking specific incident locations for organizations with greater than 10 physical locations. Tracking involved parties including the nature of their injuries, treatment, and time lost.
Compensation	• **Compensation** - Up to 100 grades, over 500 grade profiles, up to 20 steps depending on compensation plan, up to 10 allowance plans, up to 10 one-time payment plans and up to 5 longevity plans (calculated plans).
Benefits	• **Benefits** - Up to 10 groups, up to 40 benefit plans, flex credits, domestic partner and their children covered, two rate banding, cobra, two enrollment event rules, ten cross plan rules, five passive events, and enrollment event text by benefit group and event. Current year benefit elections. ACA Configuration - Based on 2 measurement periods and 2 passive event rules.
Absence	• **Absence** - Up to 20 Time Off Plans, 40 Accruals and 50 Time Offs and 15 LOA
Scheduling	• **Scheduling** - 1 Country, up to 5 states, up to 2 time zones, up to 5 High Level Scheduling organizations, up to 50 scheduling organizations, up to 20 locations or custom organizations using 1 custom organization types. Two schedule tag types, up to 50 tag type values for each type. Scheduling Service steps added to staffing business process, schedule generation processes in scope. . Labor Optimization in scope.
Time Tracking	• **Time Tracking** - Up to 25 time entry templates (number of separate employee groups with different rules for entering time, typically seen as union groups and several different groups for exempt workers), up to 50 time entry codes in use (currently used today), up to 80 time calculations, up to 200 work schedule calendars, up to 60 time entry validations, one country (USA), multiple holiday calendars with holidays populated by the calendar, and worker calendar load via EIB.

PRODUCT COMPONENT	SCOPE DESCRIPTION
US Payroll	• **Payroll** - More than 250 earnings and deductions, 2 Federal ID, up to 5 State ID, payroll processed in 1 state, up to 5 bargaining units to be set up, up to six period schedules, two parallel tests, integrations testing support, payment election rules, account posting rules, and business process configuration. • **Payroll History Load** - Non-calendar year go-live. Payroll History loaded for more than one FEIN, more than 5 states with taxes and with multiple local taxes. Greater than 4 test and production loads. • **Request Framework** – up to 10 custom business processes
Performance Management	• Up to 9 review templates for Goal Setting, Annual, Probation, Performance Improvement Plan, Development Plan and Disciplinary Actions. • Goal Setting. • Dynamic Start of performance reviews. • No Data Conversion.
Talent Optimization	• All delivered talent details (12) • Up to 10 Competencies with 1 Proficiency Rating Scale • Talent Reviews with 1 Talent Review template • Talent calibration • Talent Cards • Up to 5 Talent Pools • Up to 5 Succession Plans • Assess Potential • Feedback (Anytime, Requested Self, Requested Worker) • No Data Conversion
LMS	• Up to 100 courses • Decentralized management model • Up to 5 Expiration Rules • Up to 5 Learning Campaigns with associated audiences • Minimal data conversion - support client load of historic completions using consultant provided EIB templates • No Extended Enterprise • No content connect or integrations
Recruiting	• Up to 15 questionnaires • Up to 5 Assessments • Up to 5 Background Check Packages • Up to 5 Message Templates • Up to 5 Notifications/alerts • 2 Job Posting Templates 1 each job posting template content • Self-Scheduling • Candidate Pools • Referral Payment Plan • 1 Rule Based Job Application BP • No Data Conversion
Prism Analytics	• Up to 4 historical use cases each consisting of up to 5 published data sources and 5 reports. The use cases must be defined during the Plan stage of the project. The definition of a use case is in Section 1.5 of Appendix C.

Table 30 – HCM/Payroll Functional Scope Expectations

The following expectations in **Table 31** were made with respect to the Financials functional scope of the CLIENT's project:

PRODUCT COMPONENT	SCOPE DESCRIPTION
Foundation Data Model	• **FDM:** Standard **-** Up to 5 companies, 2 account sets, 15 financial organization types, and 5 custom worktags.
Financial Accounting	• **Financial Accounting:** Standard - Up to 5 accounting books, pre-encumbrance and encumbrance ledgers, 1 account posting rule set, up to four balancing worktags. • **Configurable Security:** Standard - Up to 5 custom roles and several new security groups, major changes to security policies • **Budgets:** Standard • **Mobile Setup:** Setting up mobile for FIN
Customer Accounts	• **Customer Accounts**: Standard - Up to 10,000 customers, custom payment application rules, up to 5 customer contract types, customer portal. • **Customer Invoice Layout**: Standard - 4 BIRT layout using Workday's standard format • **Customer Statement Layout**: Standard - 1 BIRT layout using Workday's standard format • **Dunning Letter Layout**: Standard - 1 BIRT layout using Workday's standard format
Procurement	• **Standard** - Up to 5 PunchOuts (Accenture will teach CLIENT how to configure PunchOuts in excess of 5), up to 25 supplier contract types, up to 5,000 supplier contracts, up to 2 p-card types with up to 250 card holders, up to 50 buyer segmentations by location and commodity. • **Request for Quotes -** out of scope – Workday Strategic Sourcing (WSS) – Expert included. • **Purchase Order Layout**: Standard – 1 BIRT layout using Workday's standard format as a basis • **RFQ Layout**: Layout – out of scope – WSS included
Supplier Accounts	• **Standard** - Up to 15,000 suppliers, sales/use tax, complex matching process (i.e. 3-way matching with up to 5 match rules), up to 5 cXML punchout invoice integrations, supplier classifications, supplier portal, external supplier registration site, 1099-MISC and 1099-NEC reporting. Need to review report repository and additional reports to satisfy 1099 reporting requirements.
Banking & Settlement	• **Standard** - Up to 5 financial institutions and 10 bank accounts, preprinted or blank check stock, ACH integration with bank, BAI2 bank reconciliation. • **Standard** - 2 BIRT layouts using Workday's standard format
Business Assets	• **Standard** - Up to 5,000 business assets, up to 30 spend categories, 1 depreciation method, 1 tax book, including leased assets.
Project and Work Management	• **Standard** - Up to 1,000 projects, project description, Project Manager assignment, project plans, project profiles, project time and labor, project capitalization, and project budgets.
Grants	• **Standard** - Up to 3,000 Awards a year; up to 100 sponsors.
Expenses	• **Standard** - One country, Self Service Expense Reimbursement, Spend Authorizations, Cash Advances, 1 Expense Card integration with up to 100 card holders.
Inventory	• **Standard** - Up to 10,000 commodities inventoried, up to 5 warehouse locations, up to 10 par inventory locations, scanning included with usage of a third-party label printing and scanning tool.

PRODUCT COMPONENT	SCOPE DESCRIPTION
Strategic Sourcing	• **Expert Package** - which includes intake, pipeline, sourcing, supplier onboarding and management, supplier contracts. Also includes the delivered Workday connectors that are available at the time of deployment such as Supplier connector (bi-directional sync) and contracts connector (WSS to Workday) and Requisition to WSS Project connector. Up to 5 Business Purchase Action Types, 10 Project Types, 10 Contract Types, 20 Approval Groups, 5 Supplier Forms, 20 Custom Fields. Data conversion supported for up to 4,000 existing supplier contracts.
Contract Lifecycle Management includes Contract Intelligence (CI)	• **Standard** – Up to 1,000 documents • Up to 5 Custom Field AI Models in Workday CI • Up to 5 Custom Clause Models in Workday CI • Client has existing contracts in a clean PDF format (not stacked, not poorly scanned) • Existing contracts are in an organized central contract repository and are of English language • Accenture validation of up to 3% or 200 of migrated documents (whichever is lesser) for AI Contract Review • Up to 10 non-Workday CLM Derived Fields loaded from Legacy System to Workday CI • Up to 5 Custom Dashboards and/or Filters • Up to 5 Custom Alerts • Up to 20 custom data fields (inclusive of the 10 non-Workday CLM Derived Fields) • 2 Custom Workday CLM Security Roles • Accenture will configure and deploy up to 10 Contract Types (e.g., Services agreements, product purchases), consisting in total of 6 standard and 4 enhanced workflows • Each Enhanced workflow assumes 30 fields, 10 approvers/signers • Each Standard workflow assumes 20 fields and 6 approvers/signers

Table 31 – Financials Functional Scope Expectations

4.2. Data Migration Scope Expectations

Accenture has included the standard data conversion scope for a Workday project with the CLIENT's core scope. Data migration Services include loading only data necessary to transact at Move to Production. Inactive or attachment data not explicitly defined is out of scope; provided that, Accenture will develop the data migration scope using the migration strategy defined and finalized in BPA Stage. Historical data will go into Prism based on the scope in this SOW. Data migration scope includes the following functional area (SKU), data source, and data scope:

Functional Area (SKU)	Data Source(s)	Data Scope
Core Human Resources (HR)	PeopleSoft (KCMO), Alert/SQL (KCPD), Spreadsheets (KCPD)	• Active positions • Active employees with current ("top-of-stack") job(s) • Active contingent workers • Terminated employees (retired/terminated status) within the calendar year of the move to production date, with their last held job

		• Personal information (biographic/demographic and required employee-profile data) for active employees, active contingent workers, and terminated employees • Service dates for active employees, active contingent workers, and terminated employees
Advanced Compensation	PeopleSoft (KCMO), Alert/SQL (KCPD), New World/AS400 (KCPD)	• Current compensation plans (salary, hourly, allowance, one-time payments, period activity pay) for active employees
Benefits	PeopleSoft (KCMO), Alert/SQL (KCPD), Spreadsheets (KCPD)	• Dependents for active employees • Beneficiaries for active employees • Current-plan-year benefit elections (health, insurance, retirement, spending, saving, additional, wellness, benefit annual rate) for active employees • Current-year hour and wage data to support ACA reporting for active and terminated employees
Absence	PeopleSoft (KCMO), Alert/SQL (KCPD)	• Active employees on a leave of absence (at time of move to production) • Current absence plan balances for active employees
Payroll (United States)	PeopleSoft (KCMO), Alert/SQL (KCPD), New World/AS400 (KCPD)	• Current payment elections for active employees • Current pay group assignments for active employees • Current federal withholdings for active employees • Current state withholdings for active employees • Current local withholdings (if required) for active employees • Current-year (at time of move to production) payroll balances for active and terminated employees • Pay inputs (if required) for active employees • Current withholding orders and corresponding deduction recipients for active employees
Time Tracking	PeopleSoft (KCMO), Alert/SQL (KCPD)	• Time off events for active employees • Time entry details for active employees
Talent	PeopleSoft (KCMO), Evals/Paper (KCPD)	• Historical performance review results for active employees • KCPD included if they can be made electronic
Recruiting	PeopleSoft (KCMO), Homegrown Database/SQL (KCPD)	• Open position job requisitions • Active applicants and related contact information

Learning	PeopleSoft (KCMO), Snapshot (KCPD)	• Active instructors • Active lessons • Active courses (digital, blended, offerings) and corresponding learning enrollments • Imported content and records for historical courses and course completions
Financial Accounting	PeopleSoft (KCMO, TIF) New World/AS400 (KCPD), Spreadsheets (KCPD)	• Beginning general ledger (GL) balances for current fiscal year (at time of move to production) • Summarized GL monthly journals for current fiscal year and previous two (2) fiscal years (at time of move to production)
Budgets	PeopleSoft (KCMO, TIF) New World/AS400 (KCPD), Opengov to PS (KCPD)	• Current fiscal year operating budget (at time of move to production)
Banking & Settlement	PeopleSoft (KCMO, TIF) New World/AS400 (KCPD), Spreadsheets (KCPD), UMB Website (KCPD)	• Active bank accounts and balances
Business Assets	PeopleSoft (KCMO, TIF), Alert/SQL (KCPD), Armorer Link (KCPD)	• In-service capital assets with asset balance and accumulated depreciation
Supplier Accounts	PeopleSoft (KCMO, TIF), Alert/SQL (KCPD), New World/AS400 (KCPD)	• Active suppliers • Active supplier connections • Active 1099s (any inactivated within the current year for reporting requirement) • Active supplier contracts • Open invoices and accounts payable (AP)
Procurement Strategic Sourcing Contract Lifecycle Management	PeopleSoft (KCMO, TIF), Filesytem (Contracts) (KCMO), Ionwave – webbased (KCPD), Spreadsheets (KCPD), Memo Logs (KCPD)	• Open purchase orders (POs)

Projects	PeopleSoft (KCMO, TIF), N/A (KCPD)	• Active projects and related project tasks • Current fiscal year project budget (at time of move to production) • Work in progress journals for open capital projects
Grants and Awards	PeopleSoft (KCMO, TIF), Spreadsheets (KCPD)	• Active grants, sponsors, award contracts, and award schedules, grant life-to-date billed amount balances • Current fiscal year grant budget (at time of move to production) • Life to date journals for active grants
Inventory	PeopleSoft (KCMO, TIF), New World/AS400 (KCPD), Armorer Link (KCPD)	• Active items • Active locations (inventory, stocking) • Put away inventory
Customers	PeopleSoft (KCMO, TIF), Spreadsheet/Manual (KCPD)	• Active customers • Open customer invoices • Open customer contracts • KCPD included if they can be made electronic

Table 32 – Data Migration Scope

4.3. Integration Scope Expectations

Accenture evaluated the integrations for Workday and the following integrations are in scope. The integrations will be prioritized and assigned to Accenture. Accenture will develop these integrations using the integration strategy defined in business process alignment and finalized in Plan and Architect Stages.

The Integration inventory below in **Table 32** is the starting point for confirmation per Integration Approach in Section 1.3:

Scope for Accenture as follows:

#	Name	Target/Source Application	Module	Direction	Tool
INT.01	KCM_088BN - BCBS Interface	Blue Cross & Blue Shield of Kansas City	Benefits	Outbound	CC
INT.02	KCM_092BN - Humana Dental Interface	Humana	Benefits	Outbound	CC
INT.03	KCM_269BN - Nationwide Deferred Compensation	Nationwide DC File	Benefits	Outbound	EIB
INT.04	KCM_272BN - Vision Service Plan Interface	VSP Vision Care	Benefits	Outbound	CC
INT.05	KCM_423BN - Nationwide Employer Only Contributions	Nationwide EOC File	Benefits	Outbound	EIB
INT.06	KCM_442BN - Hartford Interface	The Hartford	Benefits	Outbound	CC
INT.07	KCM_475BN - Nationwide Post Employment Health Plan	Nationwide PEHP File	Benefits	Outbound	EIB

#	Name	Target/Source Application	Module	Direction	Tool
INT.09	KCM_505BN - WEX Interface for FSA	WEX Inc	Benefits	Outbound	CC
INT.10	KCM_424HR - Active Directory Interface	Active Directory	Human Resources/Security	Outbound	CC
INT.11	KCM_441HR - Active Directory to Workforce	Active Directory	Human Resources/Security	Inbound	CC
INT.12	KCM_480HR - The Work Number Interface	Equifax Inc	Human Resources	Outbound	EIB
INT.13	KCM_452HR - Employee List for Workers Compensation	Blue Cross & Blue Shield of Kansas City	Human Resources	Outbound	EIB
INT.14	KCM_495HR - EEO-4 File Upload	EEOC.gov	Human Resources	Outbound	EIB
INT.15	KCM_104PY - Missouri Withholding ACH	MO Dept Revenue via Commerce Bank	Payroll	Outbound	CC
INT.16	KCM_202PY - Direct Deposit ACH	Commerce Bank	Payroll	Outbound	CC
INT.17	KCM_562PY - W2MHC Interface	MHC - Document Express	Payroll	Outbound	EIB
INT.18	KCM_568PY - MO Child Support ACH	MO Family Support Center via Commerce Bank	Payroll	Outbound	EIB
INT.23	KCM_207AP - Web Payment Interface	\kcmoprd\kc\Uploads\PaymentFiles.	Accounts Payable	Outbound	EIB
INT.24	KCM_500AP - Water Refund Interface	Water dept - Banner	Accounts Payable	Inbound	Studio
INT.25	KCM_501AP - ACH file Commerce Bank	Commerce Bank	Accounts Payable/Cash Management	Outbound	CC
INT.26	KCM_516AP - GenTax Voucher Interface	GenTax Fast Enterprises	Accounts Payable	Inbound	Studio
INT.27	KCM_517AP - GenTax Payment Interface	GenTax Fast Enterprises	Accounts Payable	Outbound	EIB
INT.28	KCM_519AP - eBuilder Payment Daily Interface	e-Builder Inc	Accounts Payable	Outbound	EIB
INT.29	KCM_535AP - IMDSPlus Voucher Interface	REJIS/IMDS+	Accounts Payable	Inbound	Studio
INT.30	KCM_536AP - IMDSPlus Payment Interface	REJIS/IMDS+	Accounts Payable	Outbound	EIB
INT.31	KCM_537AP - eBuilder Cancelled Payments Daily Interface	e-Builder Inc	Accounts Payable	Outbound	EIB
INT.32	KCM_504AR - GenTax Interface Deposits	GenTax Fast Enterprises	Accounts Receivable	Inbound	Studio
INT.33	KCM_516AR - Aviation ABM Interface	Aviation dept - ABM	Accounts Receivable	Inbound	CC
INT.34	KCM_513CM - Bank of America Bank Statements	Bank of America	Cash Management	Inbound	CC
INT.35	KCM_514CM - Commerce Bank Statements	Commerce Bank	Cash Management	Inbound	CC
INT.36	KCM_516CM - Deal Mgmt File Import	Various	Deal Management	Inbound	Studio
INT.37	KCM_518GL - GenTax Interface	GenTax Fast Enterprises	General Ledger	Inbound	Studio
INT.38	KCM_520GL - E-Builder Budget Entries Interface	e-Builder Inc	General Ledger	Outbound	EIB

#	Name	Target/Source Application	Module	Direction	Tool
INT.39	KCM_521GL - E-Builder Journal Entries Daily Interface	e-Builder Inc	General Ledger	Outbound	EIB
INT.40	KCM_525GL - Budget Load	CGI - FundKC	General Ledger	Inbound	EIB
INT.41	KCM_528GL - E-Builder PSR Financial Summary Interface	e-Builder Inc	General Ledger	Outbound	EIB
INT.42	KCM_531GL - EnerGov Journal Entry Interface	EnerGov - Tyler Technologies	General Ledger	Inbound	Studio
INT.43	KCM_536GL - MobileEyes Journal Entry Interface	Mobile Eyes - Tyler Technologies	General Ledger	Inbound	Studio
INT.44	KCM_565GL - OpenGov Interface	OpenGov	General Ledger	Outbound	EIB
INT.45	KCM_513PO - E-Builder POE Daily Dispatch Interface Change Orders	e-Builder Inc	Purchasing	Outbound	EIB
INT.46	KCM_514PO - E-Builder POR Daily Dispatch Interface	e-Builder Inc	Purchasing	Outbound	EIB
INT.47	KCM_519PO - City Contract Interface	Socrata (Data & Insights Division of Tyler Technologies)	Purchasing	Outbound	EIB
INT.48	KCM_521PO - B2GNow Contract Payments	B2GNow	Purchasing	Outbound	EIB
INT.49	KCM_522PO - B2GNow Contract Interface	B2GNow	Purchasing	Outbound	EIB
INT.50	KCM_523PO - E-Builder PO Outstanding Contingency Interface	e-Builder Inc	Purchasing	Outbound	EIB
INT.51	KCM_527PO - E-Builder POE Daily Approvals Interface	e-Builder Inc	Purchasing	Outbound	EIB
INT.52	KCM_528PO - E-Builder POR Ref ID Daily Approvals Interface	e-Builder Inc	Purchasing	Inbound	EIB
INT.54	KCM_516EL - NeoGov Employee and Position Import Files	NeoGov	Enterprise Learning	Outbound	EIB
INT.61	CC012D1.CSV - Preferred Care Blue Insurance	Blue Cross Blue Shield	Payroll	Outbound	EIB
INT.62	CC013D1 - Credit Union Payments	PublicSafety Credit Union	Payroll	Outbound	EIB
INT.63	CC021D1.CSV - BlueSelect Plus - EPO	Blue Cross Blue Shield	Payroll	Outbound	EIB
INT.64	CC036D1 - NationWide PEP/Deferred Comp	Nation Wide Deferred Comp/PEHP File	Payroll	Outbound	EIB
INT.65	CC054D1-PublicSafety Credit Union	PublicSafety Credit Union	Payroll	Inbound	Studio
INT.66	CC056DYR - Year End State Tax Reporting	State of Kansas	Payroll	Outbound	EIB
INT.67	CC058D1.CSV - Dental Preferred Care Buy-Up	Blue KC	Payroll	Outbound	EIB
INT.68	CC064D1.CSV - Dental Preferred Care Base	Blue KC	Payroll	Outbound	EIB
INT.69	CC070D1 - Unemployment Compensation	Unemployment Compensation	Payroll	Outbound	EIB
INT.70	CC077D1 - Invoice Paid by Warrant	City	Payroll	Outbound	EIB
INT.71	CC087DYR- Year End Federal Tax Reporting	Federal/City	Payroll	Outbound	Studio
INT.73	CC113D1 - Trial Credit Union Deductions	Trial Credit Union	Payroll	Outbound	EIB

#	Name	Target/Source Application	Module	Direction	Tool
INT.74	CC284D1 - Credit Union Mortgage Deductions	PublicSafety Credit Union	Payroll	Outbound	EIB
INT.75	CC320D2 - Dependent/Medical Care Section 125 Contributions	Benefits	Payroll	Outbound	EIB
INT.78	CC384D1 - Trial Credit Union Mortgage Deductions	Trial Credit Union	Payroll	Outbound	EIB
INT.79	CC432D1.CSV - Vision Insurance	Vision	Payroll	Outbound	EIB
INT.80	CC904ACA - Copies Payroll Dataset to Disk KC.CC009T2	Payroll	Payroll	Outbound	EIB
INT.81	DptUtility	KCPD	Em0	Outbound	EIB
INT.83	Standard Life Census	Census Data Elements	Benefits	Outbound	EIB
INT.84	Tri-Star Census	Census Data Elements	Benefits	Outbound	EIB
INT.85	CG300D1 - Pension Contribution (LE)	Retirement	Personnel	Outbound	EIB
INT.86	CG300D2 - Pension Contribution (CIV)	Retirement	Personnel	Outbound	EIB
INT.87	CG725D1 - Employee Address File	KCPD	Personnel	Outbound	EIB
INT.89	CG728D1 - Commanders Time in Grade & Service	KCPD	Personnel	Outbound	EIB
INT.90	ER107AGA - (ACTYRD1) Active Participants Data	Retirement	Retirement	Outbound	EIB
INT.91	ER108AGA - (INAYRD1) Inactive Participants Data	Retirement	Retirement	Outbound	EIB
INT.92	FB157D1 - Position Control File	Position Control	Position Control	Outbound	EIB
INT.93	KCM_522BN - ClearRisk Interface	ClearRisk	Risk Management	Outbound	EIB
INT.94	KCM_526BN- Calm Interface	Wellness	Human Resources	Outbound	EIB
INT.96	KCM_530PN - Nationwide Change File	Changes only file for plan enrollments and drops	Benefits	Bi-directional	Studio
INT.97	KCM_102PY - Check printing to Document Express	Check file	Payroll	Outbound	EIB
INT.98	KCM_564PY - State Tax Reporting Files - TAX810MO	State of Kansas	Payroll	Outbound	EIB
INT.99	KCM_103AP - Paycycle Check Files and Transfer	ACH/Positive Pay file	Payroll	Outbound	EIB
INT.100	KCM_101PY - Payroll to CM Integration	Bank reconciliation	Payroll	Inbound	EIB
INT.102	KCM_531PN - Pension Data Interface	Pension File	Human Resources	Outbound	EIB
INT.103	KCM_534TL-Workforce Management(WFM) Employee Data Export	Employee data file	Human Resources	Outbound	EIB
INT.104	KCM_533TL-Workforce Management(WFM)Payroll Import	All Time file in hours	Time Tracking or Payroll	Inbound	Studio
INT.105	KCM_535TL - Workforce Management (WFM) Leave Balance Export based on accruals and/or balance	Leaves file	Absence	Outbound	EIB
INT.108	Origami - for risk, compliance and claims	Member Data	Benefits	Bi-directional	Studio

#	Name	Target/Source Application	Module	Direction	Tool
INT.109	PowerDetails - for off-duty scheduling and management	Employee Data	Human Resources	Outbound	EIB
INT.110	Sympro	Treasury	Banking	Inbound	Studio
INT.111	Background Checks	Background Checks	Recruiting	Inbound	Studio
BIRT.01	Check Layout #1	Check	Payables	Output	BIRT
BIRT.02	Check Layout #2	Check	Payroll	Output	BIRT
BIRT.03	Customer Invoice Layout	Invoice – up to 4	Receivables	Output	BIRT
BIRT.04	Customer Statement Layout	Statement	Receivables	Output	BIRT
BIRT.05	Dunning Letter Layout	Dunning	Receivables	Output	BIRT
BIRT.06	Purchase Order Layout	PO	Purchasing	Output	BIRT
BIRT.07	RFQ Layout	RFQ	Strategic Sourcing	Output	BIRT

Table 32 Accenture Integrations Scope

5. GENERAL PROJECT REQUIREMENTS

- CLIENT will provide adequate workspace and network connections when services are performed onsite. CLIENT IT organization is responsible for workstation compliance to Workday's minimum technical requirements, as provided by Workday (https://community.workday.com/doc/wd20/itadmin/dan1370797425079_sh-13) and compatible with MS Office Suite (MS Word, MS Excel, MS PowerPoint, MS Project, MS Visio), provided that, Accenture will use Accenture issued, fully compliant laptops for all project activities even when working on CLIENT's site.
- CLIENT will provide the resources for the efforts listed by task by role in this SOW.
- Workday's delivered Optimized Business Processes will be the starting point for the business process workshop activities.
- All documentation required for SOX Compliance, CLIENT's internal audit, and other CLIENT requirements are the responsibility of CLIENT to create and maintain.
- Data scrambling or masking or unmasking will be out of Accenture scope.
- Technical tasks which include technical connectivity, single sign-on configuration, legacy system access, firewall, secure file storage, etc. are the responsibility of CLIENT, except with respect to any Accenture provided laptops or other equipment.
- CLIENT is responsible for having representation across the organization as a whole for all business processes during BPA and Architect sessions and work together to streamline processes to Workday standard business processes.
- External payroll Services are out of scope. Accenture expects that CLIENT will perform any payroll Services, which are not supported by Workday packaged integrations (see connector list below), in house or utilize a third-party vendor partner for payroll Services (i.e., tax filing, direct deposit, garnishments). Use of other payroll Services may require additional integration effort/cost. The CLIENT is responsible for pricing and contractual agreements with any third-party vendor.
    - Available payroll Service connectors:
        - 1099 MISC, Electronic Filling

    - 1094-C Filing
    - 1095-C Filing
    - W2 Web Service API*

  *This is not a packaged integration; however, Workday provides public web Services that allows the extraction of W2 data.

- CLIENT will contract with Workday and pay for associated licenses or subscriptions required, such as: Workday Product Training and Education, Workday Customer Success Services, Workday Success Plan, and Workday Media Cloud.
- Accenture's proposed Services do not include functions for which Accenture is not licensed or authorized to provide, including functions that are subject to special licensing or other regulatory oversight (including but not limited to audit, accounting advice, investment banking, legal advice, tax, telecommunications, or other regulated Services).
- CLIENT shall be responsible for its operation and use of the Deliverables, subject to Accenture's performance obligations related to the Services as set forth in this SOW.
- If and to the extent Accenture will require access to and process CLIENT Personal Information to perform the Services under this SOW the general responsibilities of Accenture and the parties, as applicable as set out in the Agreement shall apply for processing of CLIENT Personal Information. CLIENT shall be and remain the Data Controller and Accenture the Data Processor and each Party shall comply with its respective obligations as the Data Controller and Data Processor under applicable data protection laws and regulations.
- The following functionality is out of scope: Any Workday functional areas not listed in the scope section and items provided by a third-party. If items provided by a thirty-party require any processing once the file leaves the Workday system, that processing is the responsibility of the CLIENT to work with the third-party and is not in scope for this project.
- CLIENT shall be responsible for obtaining, at no cost to Accenture, consents for Accenture's use of any third-party products as specified in this SOW which are necessary for Accenture to perform its obligations under this SOW.
- Accenture is not responsible for Services provided by any party CLIENT contracts with under this project, except as otherwise specified herein. CLIENT shall be responsible for the performance of other contractors or vendors engaged by CLIENT in connection with the Services and ensuring that they cooperate with Accenture.
- Accenture shall not independently validate any information provided to it by CLIENT, its agents or third parties and shall be entitled to rely upon the accuracy and completeness of such information.
- Accenture offers no warranty in respect of any third party product and third party service and accepts no responsibility for the third party products and third party services (including any failure by the third party products and third party services to conform with the relevant specifications or warranties or for any delay or failure of the third party products and third party services as a consequence of such defect in the third party products and third party services).

5.1. Data Migration Requirements

- The CLIENT will provide an sFTP server configured and available for data migration files integration activities, and for use with the external vendor systems.
- CLIENT will provide a Windows based server on which all data migration activities will occur. The Applaud Server Requirements document details how to configure the server which will run the Applaud Data Migration software.
- CLIENT will provide Definian with data access for each data source as required, in a timely fashion.

- CLIENT will provide Definian with back-end (i.e., database) access to each target application, as required and allowed per CLIENT standards and policies, in a timely fashion. If the required access is not allowed, the CLIENT will be responsible for providing Accenture with the inaccessible data in the required format provided by Accenture based on project timelines.
- CLIENT will provide Definian with front-end access to each target application, as required and allowed per CLIENT standards and policies, in a timely fashion. If the required access is not allowed, the CLIENT will be responsible for providing Accenture with the inaccessible data, transactions, or views in the required format provided by Accenture based on project timelines.
- The conversion-related efforts are dependent on CLIENT functional experts participating in the mapping workshops along with CLIENT legacy data experts.
- CLIENT will be responsible for approval/sign-off of the conversion requirements for each conversion cycle, to ensure that they satisfy the CLIENT's business requirements for the target application.
- CLIENT will be responsible for the completeness and accuracy of all data provided, data cleansing performed by the CLIENT, and de-duplication, except as set forth below. Data cleansing can be accomplished by CLIENT providing automated data cleansing rules to Definian or by CLIENT executing manual data correction in the data sources. When Definian performs data cleansing, Definian is responsible for properly executing automated cleansing rules supplied by the CLIENT.
- Accenture is responsible for providing a CLIENT-specific, fully-configured target environment for each conversion cycle, in a timely fashion. This includes all required setups and data objects that are required for the conversion objects in Accenture's scope.
- CLIENT is responsible for providing a resource that will serve as the CLIENT Data Migration Lead, and function as a counterpart to the Definian Data Migration Lead.
- CLIENT will develop a mutually agreeable set of data management controls specifying the process, procedures, and methods that will be used by the Parties for the secure transfer, access, and exchange management of CLIENT's sensitive information pertinent to the Services, intended to safeguard the confidentiality and security of the sensitive information.
- With the exception of what is noted in Section 4.2 and any business objects noted in the lists in Section 4.1 in this SOW, and any historical data included within Prism, all other historical transaction data migration is out of scope.

5.2. Integration Requirements

- CLIENT will correctly configure firewalls to make the necessary inbound and outbound calls for the necessary integrations.
- The CLIENT will be responsible for any third-party communications to complete integrations.
- Email remittance can be handled via connector for supplier payments only. Custom remittance integration for additional payment types are not in scope unless noted as part of the finalized integration inventory.
- CLIENT must provide its own experienced resources and CLIENT will be responsible for making required changes for the CLIENT's integration platform or internal system. The CLIENT's integration estimates do not account for any effort required on the CLIENT's internal platform or system to complete an integration.

- The CLIENT will verify the accuracy of the data and provide corrected data to validate integration testing is complete prior to Move to Production.
- Any development required that is not using the Workday delivered integration toolset will be out of scope. This includes development of any processes for internal or external systems that would be producing data for Workday to consume, development of any processes for internal or external systems that would be consuming data from Workday, and any development for a Service bus other than the delivered Workday Service bus.

5.4. Reporting Requirements

- The CLIENT's personnel designated as report writers must attend the following Workday training on reports:
    - Custom Scorecards
    - Report Writer
    - Calculated Fields
    - Report Designer
    - Composite Reporting
- Reports are limited to then-available report data sources, custom report fields, and data sources that are generated as part of the Prism use cases.

5.5. Resource Requirements

- Both parties will commit the necessary resources and management involvement to support the Project and will make all decisions promptly and without delay.
- Both parties' functional and technical staff will be committed to the project in accordance with the resource requirements outlined above and the associated changes to their job functions.
- Both parties' resources dedicated to the project will have their daily responsibilities appropriately prioritized to meet the project requirements and objectives.
- Accenture's resource allocations in the Task by Roles tables are estimates based upon Accenture's understanding of the CLIENT's requirements to date. Accenture has the ability to change resources to match Accenture responsibilities for the project given the fixed fee nature of this SOW.
- CLIENT shall be responsible for the performance of other contractors or vendors engaged by CLIENT in connection with the Project and ensuring that they cooperate with Accenture. The CLIENT will provide Accenture consultants with reasonable facility access, working space, and conference call equipment for use of Teams for onsite work.
- The CLIENT will provide remote connectivity consistent with its security process and procedure for use during the project. Accenture Services for the Project will be delivered by professionals with experience in successfully implementing ERP software and the skills necessary to successfully implement the Workday product in an organization similar to CLIENT.

APPENDIX D – CHANGE CONTROL PROCESS

Below are the high-level steps of the Change Control Process. A detailed Change Control Process will be documented during the Plan Stage of the project. As the Change Control Process is fully defined, CLIENT and Accenture will agree when this process will be invoked, e.g., changes related to scope, timeline, and resources requiring more than 5 hours of Services will require a change order.

To facilitate the Change Control Process, a governing Change Control Board (CCB) will be established for the duration of the project. The CCB will be composed of Stakeholders and Executive Sponsors from both CLIENT and Accenture.

Situations wherein there is a lack of understanding or clarity in the defined requirements included in the Scope of Work, will be handled on a case by case basis with guidance from the CCB.

Opportunities for Change Control items to be included in scope without impacting quality, budget or timeline will be documented accordingly.

Change Control items that impact quality, budget or timeline may require a CLIENT PMO Change Request to reflect decision(s) and activities required.

<u>High-Level Change Control Process Steps</u>

1. Requirement is documented by the requestor.
2. A high-level estimate for solution development is provided to facilitate prioritization and impact.
3. Requirement reviewed/signed-off by the Department Sponsor for presentation to the CCB.
4. Requirement is presented for review to the CCB.
5. CCB actions the requirement with one of the following dispositions:
    - Approved/accepted
    - Declined/denied
    - Deferred – either future phase or additional information is required

NOTE: Approval to proceed with development must be authorized in writing by the CLIENT.

6. Communication to Project Team regarding disposition of Change Request.
7. If the Change Request is Approved,
    - A Detailed Solution Design is documented with level of effort hours' estimate with an 80% degree of confidence.
    - Acceptance Approval is prepared and routed for signatures.
    - Accenture and/or CLIENT Project Managers will determine timeline for delivery and update the schedule accordingly.

Change Orders will be documented using the template in Appendix D-1 below.

Change Order

APPENDIX D-1 - SAMPLE CHANGE ORDER TEMPLATE
Change Order Number [insert number] **to** Workday Deployment
Statement of Work Number [insert SOW number, if applicable]

This Change Order # [insert number] ("Change Order") is made by and between Accenture LLP ("Accenture") and Kansas City, Missouri, a constitutionally chartered municipal corporation ("CLIENT"), and hereby amends the Workday Deployment Statement of Work ("SOW"), dated [insert date]. This Change Order is issued under and is subject to the SOW, issued pursuant to the State of Texas Department of Information Resources Contract For Services between the State of Texas ("State"), acting by and through the Department of Information Resources ("DIR") and Accenture LLP, DIR-CPO-5171, dated February 16, 2023 ("the Cooperative Agreement"), as amended by the parties in Addendum Nos. 1 and 2 mutually agreed upon by the parties ("Addendums") (the Cooperative Agreement and the Addendums, collectively forming the "Agreement"). Unless the context otherwise indicates, capitalized terms that are used but not defined in this Change Order shall have the meaning assigned to such terms in the SOW and the Agreement.

Services, Schedule, Deliverables and Resources

This section provides a description of the changes to the Services and Deliverables outlined in the SOW.

1. **Services**

CLIENT desires to add/change the following Services as described in the SOW:

- Describe the changes to Services, if any, here

2. **Schedule Impact**

The impact to the Project timeline resulting from the incorporation of the above changes is as follows:

- Describe the schedule/timeline impact here

3. **Deliverables**

Deliverables resulting from this Change Order are as follows:

- Describe the new/revised Deliverables here

4. **Resources**

The impact to the resource plan resulting from the Change Order is as follows:

- Describe any impact to the client and consulting resources here

5. **Fees and Expenses**

The Services described in this Change Order are provided on a [time and materials] [fixed fee] basis in accordance with the schedule set forth herein. Any work outside the scope of this Change Order shall be set forth in a separate SOW or Change Order.

The additional fees for the Services described in this Change Order are as follows:

Resource	Estimated Person Hours	Hourly Rate	Estimated Fees
DIR Roles to be listed			

Expiration of Offer

The offer set forth in this Change Order is valid only through [DATE]. In the event this Change Order is not executed by such date, the offer is rescinded, and all terms therein are null and void.

Effective Date

The Effective Date of this Change Order shall be [ENTER CO START AND END DATE].

Signatures

This Change Order may be signed in counterparts, each of which shall be deemed an original.

The Parties expressly agree that electronic signatures may be utilized for execution of this Change Order. The Parties acknowledge and agree that (i) the issuance of an electronic signature shall be valid and enforceable as to the signing Party to the same extent as an inked original signature; and (ii) these documents shall constitute "original" documents when printed from electronic files and records established and maintained by either Party in the normal course of business.

IN WITNESS WHEREOF, the parties have caused this Change Order to be executed by their duly authorized representatives as identified below.

Accenture LLP	**Kansas City, Missouri**
______________________	______________________
Signature	Signature
______________________	______________________
Printed Name	Printed Name
______________________	______________________
Title	Title
______________________	______________________
Date	Date

Approved as to Form

____
Assistant City Attorney

APPENDIX E – CLIENT AUTHORIZED ACCEPTANCE APPROVERS

Department	Name	Title	Role
KCMO	Chantell Beavers		Project Manager
KCPD	Greg Turley		Project Manager
	Kelly Postlewait		Executive / Sponsor
	Tammy Queen		Executive / Sponsor
	Yolanda McKinzy		Executive / Sponsor
	Terri Casey		Executive / Sponsor
	Colleen Chandler		Executive / Sponsor
	Major Joshua Heinen		Executive / Sponsor
	Major Scott Simons		Executive / Sponsor

Table 33 – Client Authorized Acceptance Approvers

Table will be completed by CLIENT prior to project kickoff. The purpose of this table is to provide the project names of individuals who have authority to sign off on Deliverables, stages, and/or change orders on behalf of the project. This table is not intended to be viewed as if each person in the table needs to sign off on each document of the project.

Appendix F – Sample Approval of Acceptance

Acceptance Certificate

Agency: CLIENT
Project: Workday Deployment Project
Initiated By: Date: _____________

Milestone Reference: Type: ❑ Final

Description:

The above ____________________ has been reviewed by CLIENT and fully meets all Deliverables and requirements pertaining to its completion as outlined in the entirety of the Statement of Work (SOW) and is hereby considered as having passed the acceptance criteria specified by CLIENT.

____	__________________
CLIENT Functional Representative	Date
____	__________________
CLIENT Functional Representative	Date
____	__________________
CLIENT Functional Representative	Date
____	__________________
CLIENT Technical Representative	Date
____	__________________
CLIENT Project Manager	Date
____	__________________
Accenture Project Manager	Date

APPENDIX G – REMOTE WORK PROTOCOLS

This Appendix G sets out the remote work protocols to be followed by the parties.

Workstations: Accenture will implement controls for all workstations/laptops on Accenture provided devices that are used in connection with Service delivery/receipt incorporating the following:

- Encrypted hard drive;
- Software agent that manages overall compliance of workstation and reports a minimum on a monthly basis to a central server;
- Patching process to ensure workstations are current on all required patches;
- Ability to prevent non-approved software from being installed (e.g., peer-to-peer software);
- Antivirus with a minimum weekly scan;
- Firewalls installed;
- Data Loss Prevention tool (subject to any legal requirements, e.g. Works Council); and
- Web filtering.

Use of Personal Devices: Accenture Personal Devices are NOT allowed to connect to the CLIENT network.

Access Control: The Parties will comply with the following controls for their respective infrastructure:

- Enable two factor authentication for respective VPNs or external network access;
- CLIENT will promptly provide authentication credentials for Accenture personnel, including any additional requirements to support CLIENT's two factor authentication;
- Promptly deactivate authentication credentials where such credentials have not been used for a period of time (such period of non-use not to exceed six months);
- Deactivate authentication credentials upon notification that access is no longer needed (e.g., employee termination, project reassignment, etc.) within two business days; and
- Manage the access controls using the least privilege access protocols where applicable.

Connectivity:

- Where Accenture personnel connect to Accenture networks and infrastructure, Accenture is responsible for applying Accenture standard technical and organizational security controls to such Accenture-provided workstation/laptop and the Accenture environment.
- Where Accenture personnel are using Accenture or CLIENT provided desktop and/or laptops and accessing the CLIENT network, environments and systems, via VDI, CLIENT is responsible for applying CLIENT's standard technical and organizational security controls to such CLIENT's network, systems and environments.

Physical Controls: Any contractual requirements to provide specific physical and environmental security controls at the Accenture personnel's work location when working remotely will not apply to the following:

- Secure bays;
- Presence of security guards to prevent unauthorized resources from accessing the work site;
- Use of CCTV to monitor access and the work environment;
- Use of cross-cut shredders to dispose of hard copy;
- Prohibition of cell phones and other cameras during work.

CLIENT Standards: To the extent reasonably possible, Accenture personnel working remotely will abide by the applicable CLIENT policies and standards in performing the Services. Such policies govern and control within the CLIENT's systems and environments.

APPENDIX H – REQUIREMENTS INSTRUCTIONS

This Appendix H sets out the requirements instructions to be followed by the Parties.

I. Requirements marked in column Q of the Attachment 14 - Technical and Functional Requirements_WD and ACN_Responses in tabs HCM, FIN, PROC, and Payroll meeting one of the descriptions set out in this section I (labeled I.1 through I.5) are included in the Services scope for Accenture using the Requirements Traceability Matrix per this SOW:

I.1 Business Process – solutioned with Workday business process
I.2 Configuration – solutioned with Workday configuration
I.3 Out of Box – solutioned with Workday functionality out of the box
I.4 Proposed Solution – solutioned with the proposed solution in the spreadsheet
I.5 Standard Report – solutioned with Workday standard reports

II. Requirements marked in column Q of the Attachment 14 - Technical and Functional Requirements_WD and ACN_Responses in tabs HCM, FIN, PROC, and Payroll meeting one of the descriptions set out in this section I (labeled II.1 through II.2) are included in the Services scope for Accenture using the Requirements Traceability Matrix per this SOW with the assumption noted:

II.1 Custom Report – the custom reports will follow the report approach and hours for development noted in this SOW
II.2 Integration – the integration will follow the integration report and hours for development noted in this SOW

III. Requirements marked in column Q of the Attachment 14 - Technical and Functional Requirements_WD and ACN_Responses in tabs HCM, FIN, PROC, and Payroll meeting one of the descriptions set out in this section I (labeled III.1) will be reviewed in BPA to determine the proposed solution for possible inclusion in the Services scope for Accenture using the Requirements Traceability Matrix per this SOW:

III.1 Requires Discovery

IV. Requirements marked in column Q of the Attachment 14 - Technical and Functional Requirements_WD and ACN_Responses in tabs HCM, FIN, PROC, and Payroll meeting one of the descriptions set out in this section I (labeled IV.1 through IV.5) are not included in the Services scope for Accenture using the Requirements Traceability Matrix per this SOW:

IV.1 blank – these were marked to delete
IV.2 Future – currently not available in Workday functionality
IV.3 Product – currently not available in Workday functionality
IV.4 Product/Partially Meet – currently not available in Workday functionality
IV.5 Third Party Solution – currently not available in Workday functionality

Requirements marked in column Q of the Attachment 14 - Technical and Functional Requirements_WD and ACN_Responses in tabs Reporting & Analytics and Information Technology are inherit in the Workday software and not a services requirement to be fulfilled by Accenture.

APPENDIX I – REQUIREMENTS TRACEABILITY MATRIX

Attachment 14-
Technical and Functio