City Of Columbus

Lawson Human Capital Management Consulting
Statement of Work
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Prepared for:

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Revision History

Date	Version	Description of Revision
11/16/2012	*20121116*	*City of Columbus proposed changes to SOW*

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1. Introduction

The City of Columbus ("City") is in the process of implementing Lawson's Human Capital Management System. To date the City's team has been challenged by competing initiatives and changes to the project team. Combined with the need for additional functionality, the project has experienced delays and extended timelines. To meet the City's payroll processing and HR information system objectives, they have selected Ciber, Inc. ("Ciber") to assist with completing the project

2. Scope

This Statement of Work (SOW) is incorporated into, made part of, and is subject to the terms and conditions of the Contract or Master Services Agreement between Ciber, Inc. ("Ciber") and the **City** entitled **Contract/MSA** (hereinafter referred to as the "Agreement") dated **Contract/MSA**

This section describes the work that is considered In-Scope and Out-of-Scope for completing the Lawson human capital management implementation.

2.1. In-Scope

Ciber's estimated consulting hours and costs are for assisting the City with completing the items listed in Appendix A: City Needs/Outstanding Work Effort but not limited to the following:

- Reviewing the existing project plan, resource plan, and staff to meet go-live payroll processing objective and collaborate with the City to incorporate Ciber's work plan.
- Completing the remaining data conversions.
- Business process review and application configuration (ex. Year-end close processing).
- Completing planned dashboards and reports.
- Completing planned notifications and process automation utilizing process flow.
- Assessing planned interfaces and customizations to determine what impact they will have on future upgrades etc.
- Completing required interfaces and customizations.
- Deliver the Ciber Gem to Lock down employee self-service to prevent employees from making changes during payroll processing

Any additional consulting time beyond what is included in this statement of work will require written approval by the City.

3. Deliverables

There are no formal deliverables as part of this SOW. It is anticipated that during the planning stage deliverables will be agreed to and documented by the City and Ciber. The deliverables/services produced as part of the scope for this engagement will substantially conform to Ciber's defined processes as described below. Acceptance criteria for each deliverable shall be mutually agreed to by Ciber and the City and documented as part of the Project Management Plan developed during the planning efforts of this project phase and will be added to 3.1 Acceptance Management portion of the SOW by use of a Project Change Request(PCR). Alterations to this list of deliverables/services will be managed via the Project Change Management Process defined herein. No PCR that involves an increase in costs, as outlined in section 8 of this SOW, will be valid without approval of proper City authorities. Where provided, such approval will result in a purchase order certified by the City Auditor's Office.

3.1. Acceptance Management

Formal acceptance by the City of the project's deliverables and services indicates that the deliverables or services have been completed in accordance with this SOW.

The Ciber Project Manager will submit a deliverable or service acceptance form for each completed deliverable or service to the designated City approver.

a. The City approver will accept or reject the deliverable or service within five (5) business days from the receipt of the Project Manager's notification of completion.

b. If the City approver does not accept or reject the deliverable or service within five (5) business days from the receipt of the Project Manager's notification of completion and does not communicate a timeframe in which a decision will be made, the deliverable or service will be considered accepted.

   1) Work will progress to maintain the established project schedule, with the understanding that any change to an accepted deliverable or service constitutes a change in scope.

   2) A Project Change Request (PCR) may result if modifications to the accepted deliverable or service are required and those modifications affect accepted or in-progress project work.

c. If the City rejects a deliverable or service, the cause for rejection and all defects to be addressed will be documented by the City and provided to Ciber for Ciber to correct or revise. A deliverable or service is deemed complete upon resubmission of the corrected or

revised deliverable or service by Ciber to the City. Further corrections or revisions will be addressed under the Warranty provision of the Agreement.

The following City person(s) has been designated as the approver of deliverables and services for the project:

Name: Misti Cole

Title: Project Manager

4. Work Approach

This section defines Ciber's approach to managing and delivering the work associated with this project. Changes to this approach could affect the project's schedule or budget and will be addressed through the Project Change Management Process defined herein.

4.1.   Project Management

Ciber will plan, execute, control, and communicate the progress of Ciber's portion of the project using the Ciber Project Management Methodology (CPMM). Ciber's PMRx® Project site can be used to track project progress, information, and artifacts; and to capture, track, and communicate the overall status of the project.

4.2.   Delivery Method

We recognize that this implementation will have an impact on all associates across the organizations in scope. This grouping provides the consistent support required by the City and meets the defined timelines and quality objectives.

- Technical Lead for reviewing plan, assigning resources, managing tasks, and lead technical consultant – 7 months/30 weeks
- HR/PR Application Consultant – for consulting and conversion validation assistance – 10 weeks
- Conversion/interface Developer – 8 weeks
- SmartStart LBI Workshop for reports and dashboards - 4 weeks
- Self Service/Payroll Lockout Cibergem
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- ProcessFlow – 6 weeks of design/development time

4.3. Work Location

The work described in this document will be delivered from the following locations. Ciber consultants may perform certain activities remotely that are still considered part of the billable services under the terms of this SOW.

Site Name or Location	Work Performed
City of Columbus	Project Planning, Design, System Configuration and Setup, System Testing, Cutover Planning, System Cutover and Support
Ciber's remote offices	Technical development, issue resolution when consultants not on site

4.4. Work Schedule

The proposed schedule and estimated price defined herein are based upon a 40-hour work week, recognizing Ciber holiday and personal leave policies for core project team members, including City resources. However, the project may have "peak" periods where the project team will be expected to work outside normal business hours. Standard City holidays that differ from the seven (7) holidays observed by Ciber will be scheduled work days for consultants.

5. Project Change Management

The following Project Change Management process will be used to manage alterations to this SOW. Ciber will not perform out of scope work or services until a Project Change Request (PCR) has been approved. No PCR that involves an increase in costs, as outlined in section 8 of this SOW, will be valid without approval of proper City authorities. Where provided, such approval will result in a purchase order certified by the City Auditor's Office.

1. Notification of intended changes will be communicated in writing via a Project Change Request (PCR) form and provide justification for the change and the impact to the project's scope, schedule, and cost.

2. The City approver will approve or reject the change request within five (5) business days from the receipt of the Project Change Request form.

3. If the City approver does not approve or reject the change request within five (5) business days from the receipt of the Project Change Request form and does not communicate a timeframe in which a decision will be made, the requested change will be considered deferred:

   a. The change request status will be logged, tracked and managed as a 'deferred' request.

   b. Work will progress without incorporating the requested change into the work plan.

   c. Where an approval or rejection decision is necessary for the project to progress, the change request decision will be escalated as a project issue.

4. For change requests that are outside the stated project scope, the City approver will authorize budget and/or schedule allowance for Ciber on a time and materials basis for the initial analysis of a change request.

5. Ciber and the City shall work to resolve disputes regarding the 'in scope' or 'out of scope' classification of work according to the *Dispute Resolution* clause of the Agreement.

The following persons have been designated as responsible for obtaining signature approval of change requests for the project:

Ciber, Inc.	City of Columbus
Name: Beth Dvoracek	Name: Misti Cole
Title: Director, Lawson Practice	Title: Project Manager

6. Project Schedule

Based on the information provided to date, we are proposing the project start as soon as possible to meet the planned go-live date.   The overall project schedule is currently and will remain the City's responsibility. Ciber and the City will work together to determine the schedule of tasks and deliverables in Ciber's scope. Where Ciber's services and deliverables depend on resources or other items that need to be provided by the City, Ciber will provide the City at least one (1) week written notice describing the resources/items that the City needs to provide in order for Ciber to initiate its work.

7. Delays and Extensions

Ciber has a limited ability to mitigate the impact of delays caused by the City or by events not within Ciber's control. Ciber's rates, prices, and schedules do not include a contingency for the cost and

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schedule impacts of such delays. Ciber will take reasonable steps to mitigate any City or non-Ciber caused delays by assigning personnel to other City project work or to billable projects for other Ciber customers, if available.

Ciber will notify the City promptly of any delay and will work with the City to mitigate the cost and schedule impacts. Ciber will submit a change request for required cost and schedule adjustments. Ciber reserves the right to amend any change requests to address the cumulative impacts of subsequent delays.

8. Project Price

The cost estimates contained in this section are based on time and materials. The following consulting rates have been used to calculate all costs. Any work considered out of scope will be estimated using the appropriate rate.

Project Director	$225 (not included in scope at this time)
Technical Lead	$194
Application Consultant	$194
Developer	$90

Unless otherwise stated herein, invoice and payment terms for this project are subject to the terms and conditions of the Agreement.

In line with professional practices Ciber has relied on the accuracy and completeness of the information provided by the City to estimate and price the scope of this work. Incomplete, inaccurate or erroneous information may cause an increase in contract price and/or schedule.

If it is necessary to alter this SOW, Ciber will inform the City via the Project Change Management process defined herein.

Ciber estimates the travel costs of this engagement to be $69,502 and has built in the estimated travel costs of onsite consultants into the hourly rates for this engagement. If the travel costs are significantly different from this estimate the PCR process will be used to adjust the hourly rates.

Cancellation of Scheduled Activities
The City will provide ten (10) calendar days advanced written notice to cancel any on-sight project activity that involves any Ciber team member. If a ten day notification is not received, the City will be

invoiced for 50% of the planned billable services for the project activity, for each resource involved in the activity not to exceed ten days of service per resource. This applies to both future scheduled activities and activities already in progress for the project.

8.1. Investment Summary

Consulting/Offering	Hours	Cost	Notes
Technical Leadership	1,200	$232,800	Review existing project and resource plans and provide feedback, assign Ciber resources to tasks and manage, data conversion planning and execution, interface/integration planning and development, workflow and customization design.
HR/PR Application Consulting	400	$77,600	HR/PR process consulting, system configuration and conversion validation.
Technical Development	560	$50,400	Data conversions, interfaces and Process flow development.
Estimated Total Time and Materials Services	**2,160**	**$360,800**	

LBI SmartStart Workshop and Consulting	Fixed	$39,200	Knowledge transfer workshop and dashboard and report development (4 weeks)
Payroll Lockout Gem	Fixed	$10,000	CiberGem preconfigured solution
Total Fixed Cost Services		**$49,200**	
Estimated Total Consulting Cost		**$410,000**	

The above estimates are subject to change based on further discovery and discussions, City resource constraints, and changes to scope.

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9. Commencement Date and Term

This SOW will be binding upon the parties effective as of the last date signed on the Agreement.

Ciber will commence work on a mutually agreeable date, but not prior to receipt of a purchase order certified by the City Auditor. This SOW shall remain in effect for one (1) year from the date of a certified purchase order.

Appendix A

City Needs/Outstanding Work Efforts:
Section 2.1.1 of RFSQ

1. **Additional process flows need creating – Union release time, time donation, military leave. There is an approval process for these leaves**
2. ESS – Is there a template for requests for leave that can be used in ESS?
3. Customizing ESS to add benefit booklets by end users bargaining unit
4. Customizing ESS to display Administrative messages to the user at login
5. **Report that would indicate number of requisitions requested, approved, denied or pended broken down by Process Level and Department, including status and expense account from PA02. Would like to be able to run based on date parameters and process level/department**
6. Additional reports from Lawson security
7. Creation of a process to update appointing authority/designees associated with all process flows
8. **Creation of a routine that captures and archives personnel action transaction approvals for future reference**
9. Set-up of and maintenance process for the email notification recipients table/structure for process flow notices
10. Like with the PA42 form, program the PA02 form so that the job code description defaults into the position number description field, eliminating manual/erroneous data entry
11. **Creation of an real-time edit routine that ensures various PA52 action data is consistent with HR06, PA02, PA95/PR16 data parameters (available position [no incumbent, if LOA-Return action is to correct position], correct pay plan, pay grade or range, pay step, appointment type, employment type [FTA], certification # present when required, probationary period, etc.). Part of this solution would result in the highlighting of the PA52 pay rate field any time it is added and approved through workflow with a rate outside of the PA95/PR16 dollar range for the job class**
12. Creation of a routine that runs after all payroll updates are completed that changes the probationary period status to "completed" once the identified date/hour requirement is met

13. **Creation of a workflow for all hiring/appointment-related personnel actions that directs to HR Compensation for review/approval all transactions with pay rates greater than the first quartile of the associated pay grade**

14. Creation of a routine that populates the probationary period status and end date/hours to be worked based upon appointment effective date, status, and HR06 data parameters

15. Creation of an automatic notification email advising a department that the identified employee(s) is about to complete his/her probationary period

16. Creation of a routine that populates/updates PA02 user fields with LOA information (employee ID, LOA start date and end date, etc.) resulting from an approved PA52 LOA, LOA-Extend, LOA-Rescind, LOA-Return transaction

17. **Creation of an upload template/process for various personnel actions (large # of employee transfers, PBIs, etc.)**

18. Serve as a consultant/advisor on design/implementation of document imaging and archive/data retrieval solutions

19. **Add-In Query - various - examine records to ensure pay accuracy and tolerance, develop query for quarterly AFSCME pay down (Police only)**

20. **Adjustments - PR82 prior pay period adjustments - how dept reports to Central Payroll – need customized form PR82 for Dept & PL users, upon completion route through PF for approvals and end in Central Payroll. Also need to address adjustments which do not net to zero.**

21. **Conversion validation solutions – paycheck data and employee data**

22. **Conversion Check History - convert paycheck data to Lawson**

23. **Conversion data**
    a. **fed & state filing status & exemptions incorrect**
    b. **correct Work Schedule mapping for Fire Fighters**
    c. **HR11 Assignment tab Exempt from Overtime field is incorrect**
    d. **Payroll data conversion - assessment and validation (time frame)**

24. **Conversion deduction**
    a. **mapping for chapter 13 deductions requires correction**
    b. **CASE ID numbers missing for certain court-ordered support deductions**
    c. **select deductions should not include deduction amt, allow default**
    d. **set-up for garnishment deductions currently done by City Treasurer**

25. **Conversion Taxable Wage - convert taxable wage data to Lawson**

26. **Crystal Reports**
    a. **Crystal PAP548 CMAGE - test report PAP548 Prior to CMAGE**
    b. **Crystal PAP610 Labor Distribution - test report Labor Distribution report**
    c. **Crystal PAP620 Deduction Lists - test report Deduction transmittal reports**
    d. **Crystal PAP755 Term EE's - test report PAP755 Term Employees with Court Ordered support**

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    e. **Crystal PAP785 Actions in Cycle - test report PAP785 Effective Dates in current pay period**

    f. **Crystal PAP965 Fringe Benefit - test report Fringe Benefit & Liability report**

27. **Date Adjustments - process for dept to report adjustments to Service & Vacation dates**

28. **Interfaces**

    a. **File PR198 Payroll Close - auto route the PR198 file for Performance Interface, test Performance interface file**

    b. **File UHC - test ZZ624 UHC file**

    c. **File ZZPFP Police & Fire Pension - test ZZPFP Police & Fire Earnings & Contributions file**

    d. **Time Record Interface - need to document procedure for time record upload PR530 & test**

    e. **CMAGE/CWA legal deduction file - Need deduction file for CMAGE/CWA group legal plan**

29. **File Direct Deposit print - test printing of direct deposit form**

30. **File Paycheck print - test printing of paycheck form**

31. **Files various - files do not summarize for manuals & voids, files not reading sign positive or negative**

32. **Gaps**

    a. **Gap 13b Payroll Certification - present payroll & insurance expense data to Appointing Authority for Approval, capture data & approval & maintain history**

    b. **Gap 13c Dept Check Register - test ZR141 Payroll Register by Dept**

    c. **Gap 2a Track Unpaid Leave - update pay code list for Gap 2a adjust dates for unpaid leave**

    d. **Gap 7 Restrict Deposit data - PR12 do not display certain direct deposit data**

    e. **Gap 8 Restrict Deduction Codes - PR14 & PR15 certain deduction codes not updated by Departments**

    f. **Gap 80 Restrict Use of OCA's - test solution to restrict use of OCA's to their Dept**

    g. **Gap 86 Notify Central Payroll - Smart Note to Central Payroll when pay code 072 is used**

    h. **Gap 9a Term Pay Calculation - update list of Status codes to include in calculation**

    i. **Gap 9b Sick Leave Reciprocity - test solution for Sick Leave Reciprocity calculation & payment**

    j. **Gap 82 Expense button - add short cut button to access PR23.3 ee's with multiple OCA's**

31. **Pay Code ZZZ turn off forms - test code ZZZ to turn off forms when payroll process begins**

32. **Processing Schedule - Functional Lead communication regarding completion of jobs**

33. **Service Credit rates - need to identify process to update Service Credit payment amts**

34. **Sick Old & Other Balances - develop procedure & forms for usage of sick old & other agencies**

35. **Year-End City - need solutions to City specific requirements, higher level needs; capture annual employee elections for buy back of unused sick leave & update User Field, capture Police employee elections to convert Sick leave to other leaves Vacation and Emergency and update leave plans, annual vacation leave reduction for Police (2 versions) and Fire (1), Police Sick Incentive if sick used is 8.0 or less award 16 vacation hours (or for 4 day - 10 hour shift if sick used is 10.0 or less award 16 vacation hours, capture annual elections for Police overtime code and update User Field**

36. **Year-End Lawson - need assistance with annual year-end close**

37. **Training - development of training department on payroll**

38. **LBI - Setup and use**

39. **Exempt from Overtime - HR11 exempt from overtime not correct for several employees**

40. **Acceptance Test Cycle 2 - ATC2 in progress**

41. **Required Deduction Code 'BWC' - Required deduction code BWC not created for ATC2 New Hires**

42. **Personal Business Day balance - Personal Business Day balances not converted for ATC2**

43. **Staff Augmentation for System Administration, Process Flow, Reporting Services, and other areas as needed**

44. **Consulting on current Security model and set up**

Section 2.1.2 of RFSQ
1. Dashboards – preset with graphics, place to add links, notifications of system issues, etc.
2. Predefined reports for exception reporting – personnel and payroll
3. Predefined reports for tracking when benefit enrollment needs to take place for certain benefits that are not available at time of hire?
4. BSI - Local Taxes - Business Software Inc, third party tax engine, run updates
5. Design Documentation - document Payroll set-up & identify purpose, justification
6. W2 forms - need solution to print W2 forms & reconciliation letter
7. W2 Health Care - W2 health care reporting requirement
8. Archive Solution for historical data

Section 2.1.3 of RFSQ
1. System Monitoring – Lawson specific monitoring, i.e. Portal availability checks, etc.
2. Upgrades, Performance Tuning, Patches, management of customizations, etc.

Section 2.1.4 of RFSQ
1. Transition to managed services
2. Managed Services – Discuss timing of