

Exhibit A – Offeror Qualifications & References

**State of Colorado Department of Personnel and
Administration (DPA)**

**Payroll System Procurement & Selection
FINAL**

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Note to Offerors

The qualifications listed in this document will be evaluated by the State of Colorado to assess the Offeror's ability to successfully deliver and provide continued support to the Payroll Modernization project successfully. Please review the following qualifications for this project and summarize your abilities around each qualification area: (1) Preferred Offeror Qualifications, (2) Minimum Key Personnel Qualifications, (3) Required Disclosures, (4) Software References, and (5) Services References. Below is a list of qualifications that State will be assessing to evaluate the Offeror's history of successful implementation experience.

Request of Offeror Background Information

Please introduce and describe your organization, vision, and capabilities. This can include, but is not limited to, the following:

1. Offeror / Company name
2. Contact information and details
3. Year established
4. Company description
5. Product names and offerings

Please describe your current work in Diversity, Equity, and Inclusion (DEI) efforts.

Please describe your current work to keep up with legal requirements, laws, and best practices regarding accessibility for individuals with disabilities.

Preferred Offeror Qualifications

Describe if and how the proposal meets the following preferred Offeror qualifications.

The Offeror Team should:

- Have experience with at least two public sector clients who are comparable in size and/or complexity as the State of Colorado. For indicators of size and complexity, Colorado has an estimated 33,000 FTE, 25+ agencies, two unions, processes approximately 55 pay cycles each year, has a monthly gross payroll of approximately \$190M (\$170M for monthly payroll, \$10M for each biweekly payroll), current payroll system with 150+ integrations, and 600+ payroll and HR users.
- Have successfully implemented a cloud/SaaS based payroll solution for a public-sector organization that can be contacted and verified.
- Have successfully implemented an integrated ERP solution, including a centralized payroll system, for a similarly-sized client within the past five years.
- Have successfully implemented an integrated ERP solution, including a centralized payroll system, for a public sector client with two or more unions.
- Include a certified implementation partner of the proposed software, if the proposed software certifies implementers.
- Include an implementation team and project manager as applicable to the proposed project methodology.
- Have experience converting historical payroll data from various sources into the proposed solution.

Provide details on how the proposed solution and services meet the following specifications:

- Be a single, unified, cloud deployed solution for all capabilities and functions defined as in-scope within this solicitation.
- Have been successfully deployed for at least two public sector clients who are comparable in size and complexity to the State of Colorado.
- Include an Offeror-maintained software, infrastructure, and platform, preferably offered as a SaaS service.
- Complies with the latest version of Level AA of the Web Content Accessibility Guidelines (WCAG), currently version 2.1, as described in State of Colorado Technical Standard TS-OEA-002, Technology Accessibility for Web Content and [Applications](#).
- Provide all regulatory and statutory compliance requirements including but not limited to GASB, and relevant state regulations.

Preferred Key Personnel Qualifications

Describe the ability of the personnel assigned to provide these services with clearly demonstrated experience and expertise related to the development and implementation of a payroll solution. Provide resumes for all key personnel and describe how proposed personnel meet the qualifications set forth below:

Project Manager

- 5+ years proven experience as a Project Manager
- PMP Certification, Six Sigma or other related certification
- Experience with project management tools and methodologies
- Experience with cloud/SaaS implementation methodologies
- 2+ years of experience with proposed payroll solution
- B.A./B.S. degree
- Excellent verbal and written communication skills
- Experience in HR, payroll, and finance administration within public sector
- Although most of the project will be conducted remotely, the project manager should have the capacity for 10% travel

Functional Lead(s)

- 2+ years of functional experience with proposed payroll solution
- 5+ years of functional experience implementing financial solutions
- Experience with cloud/SaaS implementation methodologies
- Experience across multiple modules such as, but not limited to, Payroll Administration, Workforce Management, Gross to Net Calculations, Compensation Forecasting, and Time & Attendance
- Certified Payroll Profession (CPP)
- Experience gathering business requirements; performing fit/gap analysis; presenting best practices; performing risk analysis; recommending solutions and alternatives; configuring, creating testing strategies, test scenarios, and test scripts
- Responsible for leading all phases of the implementation lifecycle
- Ability to lead teams
- B.A./B.S. degree
- Excellent verbal and written communication skills
- Experience in HR, payroll, and finance administration within public sector
- Although most of the project will be conducted remotely, the functional lead(s) should have the capacity for 10% travel

Technical Lead(s)

- 2+ years of technical experience with proposed payroll solution
- 6+ years of technical experience implementing core finance solutions
- Experience with cloud/SaaS implementation methodologies
- Experience across multiple technical objectives such as data conversion, reporting, interfaces/integration, workflow, etc.
- Familiarity with cloud/SaaS technical solutions including networks, databases, etc.

- Experience gathering technical business requirements and performing fit/gap analysis
- Responsible for leading all technical phases of the implementation lifecycle
- Ability to lead teams
- B.A./B.S. degree
- Excellent verbal and written communication skills
- Experience in HR, payroll, and finance administration within public sector
- Although most of the project will be conducted remotely, the technical lead(s) should have the capacity for 10% travel

Engagement Partner/Executive

- 8+ years with C-level executives, business, and technology leadership to transform and optimize financial business processes through the enablement of complex enterprise technologies
- 5+ years' experience with payroll, and/or IT leadership experience focused on strategic enterprise assessments, transformations, and ERP system implementation projects, including large-scale project delivery experience across a broad array of technology platforms
- Experience with cloud implementation projects and methodologies
- Responsible for championing the project, ensuring that the appropriate resources are available for the project, responsible for the project budget, working with the project manager to resolve escalated issues in a time-effective manner
- Overall responsibility for the project's success and overall financial manager of the project
- Must be an active and visible resource on the project
- Expected to participate in regularly scheduled Steering Committee meetings to ensure the project is meeting the goals/objectives and timeframes outlined in the beginning of the project
- B.A./B.S. degree
- Excellent verbal and written communication skills
- Experience in HR, payroll, and finance administration within public sector
- Although most of the project will be conducted remotely, the engagement partner/executive should have the capacity for 10% travel

Required Disclosures

1. Please disclose all information required in Section IV, sub-section M of the Payroll Personnel ITN, including all subsections thereunder, and include said disclosure as a separate document included in your submission.

Software References

Please provide four contactable customer references. At least two of which should be clients where the proposed solution is implemented.

#	Contact Information	Software Modules/ Versions Implemented	Date Deployed	Size (# Users)	Contract Value (list original AND final)
1	Name: Position: Email: Phone: Address:				
2	Name: Position: Email: Phone: Address:				
3	Name: Position: Email: Phone: Address:				
4	Name: Position: Email: Phone: Address:				

Services References

Please provide four contactable customer references where you have implemented in-scope functionality.

#	Contact Information	Systems/ Modules Implemented	Partner/ Subcontractor	Years Implemented & Date Deployed	Size (# Users)	Provide Hosting/ Support (Y/N)	Contract Value (list original AND final)
1	Name: Position: Email: Phone: Address:		Firm A: Firm B: Etc.				
2	Name: Position: Email: Phone: Address:		Firm A: Firm B: Etc.				
3	Name: Position: Email: Phone: Address:		Firm A: Firm B: Etc.				
4	Name: Position: Email: Phone: Address:		Firm A: Firm B: Etc.				