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| Comptroller of the Commonwealth  MA Financial System Transformation Study  Request for Information for  Enterprise Resource Planning (ERP) Software and  Systems Integration Services |
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| February 22, 2017 |

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# 1.0 Introduction

The Office of the Comptroller (CTR), as authorized by M.G.L. Chapter 7A, is an Independent, Executive Level agency responsible for the processing, accounting and reporting of over $60B annually in financial activity for the Commonwealth. Responsibilities include processing payroll for over 108,000 state employees (full, temporary and part-time); publishing reports such as the Comprehensive Annual Financial Report (CAFR) and the annual state single audit upon which bond ratings for the Commonwealth are based; protecting public resources by mitigating the risk of fraud, waste and abuse while promoting transparency; and promoting accountability, integrity and clarity in Commonwealth business, fiscal and administrative enterprises.

CTR’s financial responsibilities are achieved through two primary enterprises systems: (1) the Human Resource / Compensation Management System (HR/CMS) and Massachusetts Management Accounting and Reporting System (MMARS). Commonwealth financial and payroll staff across more than 150 state agencies rely on the accuracy and availability of these enterprise systems to perform their day-to-day responsibilities.

In addition to these enterprise systems, there are other key enterprise-wide software solutions that support budget development, procurement, personnel recruitment, learning management, data warehousing and check writing for Commonwealth entities. These systems share common data elements and frequently share data (or would like to share data) through interfaces with MMARS, HR/CMS and each other, but run on separate platforms, are built on different software solutions by different vendors and have varying remaining life spans and security capabilities.

The current enterprise-wide applications that support the Commonwealth’s financial, HR and procurement business functions are summarized in Attachment 5.1 (Summary of Current Enterprise Applications).

CTR is concerned that the past practice of “silo” enterprise system development, deployment, operation and maintenance is not a sustainable model operationally and fiscally and does not provide the necessary flexibility, security or sustainability that is offered in a single instance solution. In addition, the practice of highly customizing software solutions rather than adopting best practices through readily configurable functionality increases the cost of ownership to the Commonwealth at a time when market trends in software delivery and support offer more efficient and cost effective options. The ability to eliminate the cost and impact of upgrades, to provide an integrated solution that does not rely upon highly customized applications, and is readily configured to protect against emerging threats to security, make single instance solutions of high interest.

The Comptroller of the Commonwealth is issuing this Request for Information (RFI) to gather current market information on comprehensive Enterprise Resource Planning (ERP) software, including functionality for Financial Management and Workforce and Compensation Management as primary areas of interest. The RFI also requests information on related functionality that is included in the ERP suite in order to better understand options for possibly moving to a single solution platform over time.

CTR is also interested in learning more about software support options that offer the Commonwealth an alternative to its current heavy investment in highly customized software housed “on premise” on virtual or physical servers. The Commonwealth has implemented several successful cloud-based SaaS installations recently and would like to gather more information in order to determine the feasibility of implementing a cloud-based SaaS solution to replace software supporting the Commonwealth’s Financial Management and Workforce and Compensation Management systems. CTR is interested in Respondent assessments regarding the advantages and disadvantages of ERP solutions using this delivery and support model as compared with hosted or managed services models.

Finally, the RFI is intended to provide information on suggested implementation timelines, phasing of functionality, staffing and costs for an ERP solution in the areas of Financial Management and Workforce and Compensation Management.

CTR recognizes that ERP solution components may be in various stages of maturity in terms of development and use in the public sector. The Commonwealth is seeking to identify ERP solutions that have already developed and implemented significant business functionality for the public sector as well as solutions whose vendors are willing to partner with MA to “grow” the solution for public sector use in the near term as well as the future.

## Intent of RFI

Prospective software and systems integration vendors (“Respondents”) are strongly encouraged to respond to this RFI. The information received in response to this RFI will help determine the structure and content of any future solicitations for ERP software and related implementation services. Respondent information will also be used to update and enhance the business case and funding requirements for a potential statewide ERP system. Respondent input is greatly appreciated.

This is not a solicitation for quotations, bids or proposals. No contract award will result from this RFI. The Commonwealth may contact Respondents, at its sole discretion, for additional information following the RFI, including product demonstrations, presentations, or interviews. The Commonwealth shall not be obligated to contact any Respondent, to purchase goods or services related to this RFI from any Respondent, or to use the content of any response in a future RFP.

The Commonwealth anticipates scheduling presentations with Respondents that meet a reasonable level of responsiveness to the RFI and offer products and services consistent with the scope of the anticipated statewide ERP initiative. However, the Commonwealth is not obligated to hold vendor presentations or to conduct meetings with all vendors who respond.

Response to this RFI is NOT mandatory to be considered for any future solicitation for any ERP software or services. The Commonwealth will determine, in its sole discretion, whether to proceed with a solicitation following the RFI. It is entirely the Respondent’s responsibility to remain informed of the Commonwealth’s issuance of any future solicitations. The Commonwealth assumes no liability for failure of Respondents to obtain and respond to any such solicitation.

## Purpose

The Commonwealth’s purpose in issuing this RFI is to obtain information to assist leadership in determining whether it is in the Commonwealth’s best interests to acquire and implement a new statewide end to end ERP system that can accommodate a government platform with financial, workforce and other enterprise administrative needs. Through this RFI, CTR wishes to obtain information from Respondents that can assist to:

* Gather information on the current state of the ERP market with regard to Financial and Workforce and Compensation Management systems in particular, but also including other functionality for consideration
* Establish a shared, high level understanding among stakeholders of current commercially available ERP functionality and timelines for future functionality
* Assess at a high level the degree of configuration, customization and/or business process redesign that would be required to meet current system requirements and opportunities for improved business processes
* Explore cloud-based SaaS software delivery/support as an alternative to the current in-house/on premise legacy system architecture to better understand the pros and cons of this alternative, particularly with regard to security, cost and market direction
* Gather recommendations from software and integration vendors regarding implementation approaches, including the phasing of ERP components, timelines, resourcing and cost
* Compare alternative solutions, consider future-state possibilities, and draw conclusions to shape future planning processes and potential solicitations.

## Preferred Respondent Qualifications

It is desired that the Respondents meet the following criteria, as applicable, for their submissions to be reviewed:

ERP Software Respondents

* The core Financial Management and Workforce and Compensation Management components should be provided by the same ERP software provider. The Commonwealth acknowledges that certain specialized functions may require third-party software solutions.
* The Commonwealth prefers that a core component of the Respondents’ proposed ERP software has been implemented and in production for a U.S. state government or state government agency of similar size and complexity to the Commonwealth.
* The Commonwealth prefers that the ERP solution be offered using a cloud-based, SaaS software delivery and support model but will entertain alternative approaches such as hosted or managed services models if Respondents have a compelling rationale regarding such approaches.

ERP Systems Integration Respondents

* The Commonwealth prefers that systems integration Respondents be certified by one or more ERP software providers to implement software suites capable of meeting the overall business requirements.
* The Commonwealth prefers that systems integration Respondents have successfully implemented an ERP software solution for a U.S. state government or state government agency of similar size and complexity to the Commonwealth.

## Background

In 2003-2004, the Comptroller of the Commonwealth implemented a new financial and labor cost management system that modernized a 17 year old legacy functional and technical platform. The MMARS financial application was moved to a web-based platform and customizations were made to the financial application’s code base to accommodate legislative and business requirements. The 2004 system allowed CTR to automate operations as well as make business processes improvements and increase availability, timeliness and access by agency users to the Commonwealth’s financial information. CGI Advantage version 3.9.0.1 software is licensed to MA and the application is housed on servers located at a central hosting facility managed by the Commonwealth’s IT agency, MassIT.

In 2000 the Commonwealth implemented a new Compensation Management System, Oracle PeopleSoft HCM v7.5, for all Commonwealth departments except the University System which implemented a separate instance of the same software in the same timeframe. During the interim years there have been 4 major upgrades. The Commonwealth of Massachusetts currently utilizes Oracle PeopleSoft HCM v9.2 to manage the majority of its HR/Payroll and Time and Labor functions with timely tool and image upgrades (tools 8.55.12 / image .21). Software is licensed to MA and the application is housed on servers located at a central hosting facility managed by the Commonwealth’s IT agency, MassIT.

Over the past decade and a half, new technology and business delivery models have emerged that provide the potential for improved security, greater efficiency and reduced cost of ownership of enterprise systems. CTR is interested in evaluating single instance ERP solutions and software delivery/support models to determine if their capabilities meet the current and future enterprise application needs of the Commonwealth. CTR’s objective is to assess the feasibility of implementing an ERP suite to replace central Financial Management and Workforce and Compensation Management systems and to gather information on other ERP components which offer the Commonwealth an opportunity to move current legacy software to a single solution.

The Commonwealth’s core objectives through a statewide ERP initiative are:

**Business Objectives:**

* Provide a single solution option for enterprise-wide business services that offers enhanced functionality, seamless integration across business functions (interoperability), high availability and improved access to data in a consistent and timely manner
* Address performance, design, security and user interface limitations of current legacy systems that require customizations and workarounds to meet key statewide and agency-specific accounting, payroll and reporting requirements
* Move major legacy systems (identified in Attachment 5.1) that are highly customized to a “configuration” model to take advantage of best practices embedded in current and future ERP functionality
* Improve usability and accessibility of applications through compliance with Section 508 of the Federal Rehabilitation Act, the World Wide Web Consortium’s Web Content Authoring Guidelines, v.2, level AA (WCAG2 Standards), and the concept of usability for individuals with disabilities
* Reduce future funding requests for agency-specific administrative systems for functionality not available in legacy statewide systems.

**Technology Objectives**:

* Reduce risks presented by the aging architectural underpinnings of key statewide legacy systems whose technologies are increasingly difficult to maintain
* Leverage new technologies to assure that enterprise systems will be effectively managed and maintained as the Commonwealth’s workforce continues to transition based on retirements, changing demographics, changing skill sets and evolving types of work that staff are interested in performing
* Enable the Commonwealth to move to a software support model in which system upgrades are pushed out automatically several times a year to leverage new features, improvements in security and meet new business and federal regulatory requirements
* Promote quicker implementations of new functionality and reduce the need for standing up project teams to support upgrades, customizations and maintenance
* Align with the Commonwealth’s future IT strategy to provide technology advisory services as opposed to applications management, hosting and implementation services
* Reduce the carbon footprint of enterprise applications through the use of self-service capabilities, on line processing of electronic forms and workflow to eliminate paper-processing to the greatest extent possible.

# Scope

The Commonwealth is evaluating options for replacement of its statewide Financial Management and Workforce and Compensation Management applications. The state’s ideal solution is one where best practices inherent in the software can be adopted by the Commonwealth with minimal or no customization of the underlying software. This solution ideally would be delivered on a modern, scalable technology platform using a cloud-based SaaS model that will allow the Commonwealth’s investment in new systems to be both functionally and technically viable for the foreseeable future. This RFI seeks recommendations from Respondents regarding the feasibility of this approach including information on other options that may provide the Commonwealth with a better solution.

The scope of this RFI includes integration services to deploy the statewide solution and to support any necessary tasks to ready other agencies to successfully adapt to the new software and business processes anticipated from this initiative.

## Organizational Scope

CTR anticipates that the ERP solution could be implemented statewide for all agencies, including executive agencies with unique functional requirements within Administration and Finance, Education, Environmental Affairs, Health and Human Service, Housing and Economic Development, Labor and Workforce Development, Public Safety, and Transportation. Other independent agencies (such as the Treasury, Attorney General, Auditor’s Office, Sherriff’s Offices, Universities, Judicial and Legislative agencies) and the Massachusetts Bay Transportation Authority (MBTA) will also be within scope.

## Software Functional Scope

The goal of this RFI is to obtain information about available applications and functionality that can support end-to-end government administrative functions in an integrated, seamless, cost effective and secure manner to transition the Commonwealth away from numerous silo applications that are not easily interoperable. The applications must be capable of supporting the unique state government financial and workforce environment.

The anticipated scope for ERP functionality includes the functionality detailed in Attachment 5.2 (Systems Requirements Matrix). Please note that this extensive list of functions is broader than the anticipated scope of the initial phase(s) of ERP implementation envisioned by the Commonwealth: Financial Management and Workforce and Compensation Management. As part of their Response, Respondents are asked to indicate which modules and functionality within these modules would be utilized to support Financial Management and Workforce and Compensation Management, based on your definition of these terms. CTR is interested in seeking best practice recommendations regarding the scope of business functions included in these areas.

While it is important to the Commonwealth that ERP components are tightly integrated as part of a comprehensive solution, CTR recognizes that third-party software may be required to meet specific requirements. For those elements of functional scope that are not supported by the Respondent’s solution, Respondents are encouraged to suggest third-party products or alternative approaches to meet the functional scope.

## Delivery Scope

The Commonwealth currently houses statewide systems in an on premise Commonwealth data center on virtual or physical servers. The Commonwealth wishes to investigate a more cost effective alternative such as a cloud-based SaaS delivery model, but will also consider other delivery and maintenance options such as off-site hosting and managed services if there are compelling reasons that support these approaches. The Commonwealth will not commit to any specific delivery scope. Instead, CTR wishes to use this RFI as an opportunity to understand the current status of the Respondent’s proposed hosting solution and the risks and rewards of each delivery model, particularly with regard to security, software maturity and cost.

Through this RFI, Respondents are encouraged to communicate the advantages of the various deployment options that may be available for the ERP software solution and the planned direction of products to support or transition to alternative deployment models in the future.

## Implementation Services Scope

CTR expects that Respondents will address the implementation project approach to stand up Financial Management and Workforce and Compensation Management functions.

Implementation tasks include but are not limited to:

* Project Management
* Business Process Redesign
* Fit Gap Analysis
* Identification of Business Process Alternatives
* Configuration and BPR Plan
* Organizational Change Management and Communications
* Change Management Plan
* Communications Plan
* Implementation Plan – Roll Out Phases
* Stakeholder Involvement
* Configuration
  + Reports, Queries, and Forms
  + Workflows
  + Security
* Development (configuration is the preferred approach)
  + Enhancements and Modifications (if applicable)
  + Integration and Interfaces
  + Data Conversion
* Testing
  + Functional
* Compliance with Requirements
* Independent Auditor Reliance
  + Non Functional
* Security
* Backup and Recovery
* Performance
  + Accessibility
  + Integration
  + User Acceptance
* End-User Training
* Courses and Materials
* Knowledge Center
* Job Aids
* Documentation
* Knowledge Transfer
* Deployment (Roll-Out) Support
* Post-Implementation Support

## Recommended Implementation Timeline and Phasing

CTR is interested in Respondents’ recommendations on implementation approaches for ERP functionality that supports Financial Management and Workforce and Compensation Management. Respondents are asked to base recommendations on the current maturity of software solutions and the anticipated future growth of software functionality to meet Commonwealth requirements for Financial Management and Workforce/Compensation Management included in Attachment 5.2 (Systems Requirements Matrix).

Respondents are asked to consider and comment on the need for the following implementation steps, including the suggested timeline and scope of each step. Respondents should feel free to recommend other implementation approaches that would decrease implementation time, cost and risk:

* Pre-Planning Activities – to be undertaken by the Commonwealth in preparation of issuing an RFP for an ERP solution
* Procurement Solicitation – key metrics and data points that should be included in the RFP to assist Bidders in developing responses
* Fit-Gap Analysis – matching MA requirements to software configuration capacity
* Phasing of functionality
* Recommendations on which modules would be implemented first, second, etc., with proposed timeline durations and rationale for recommended approach
* Recommendations on roll out approaches (enterprise wide to all agencies, phased roll out across agency groupings, etc.) with proposed timeline durations and rationale for recommended approach.

The Commonwealth does not wish to unduly constrain its options for implementation. Respondents are invited to present innovative or alternative solutions that could be beneficial to the Commonwealth.

## Commonwealth Metrics

The Commonwealth provides the following metrics to assist Respondents in determining software licensing or subscription costs and level of effort for configuration, implementation and organizational change management activities.

**Financials (processed for over 150 agencies)**

* Financial Application Users…………………………………………………………………………4,800
* General Fund Spending (2016)………………………………………………………………….$38.4B
* All Funds Spending (2016)…………………………………………………………………………$60.0B
* # Funds………………………………………………………………………………………………………….210
* # Spending Accounts (Budgeted, Capital, Federal, Non-Budgeted……………..7,700
* # Active Spending Accounts………6,000
* Payee Records (Vendors, Providers, Beneficiaries, Other)………………………365,000
* Non Payroll Payment Volume Per Year (Daily Issuance, 70% EFT)……………… 1.6M
* Payroll Payment Volume Per Year (Bi-weekly, 98% Direct Deposit)…………….2.9M
* Volume Transactions Processed Per Year (All Types)..................................10.0M+
* Contract Volume Per Year (Statewide Contracts).........................................1,200
* Number of Department Interfaces………………………………………………………………..215
* Interface Transactions Per Year…………………………………………………………………5.54M
* Commonwealth Information Warehouse Users…………………………………………3,100

**Compensation (processed for 152 agencies and authorities)**

* HR/CMS Core Payroll Users …………………………………………………………………………2,200
* Self Service Time & Attendance Users….. ………………………………………………….70,000
* Regular Employees (Standard Workforce)………………………………………………..92,000
* Temporary Employees, Students, Other Non-Benefited…………………………..26,000
* Hires/Re-Hires Per Year…………………………………………………………………………….20,000
* Terminations Per Year……………………………………………………………………………….22,000
* Benefits Plans (Deduction Counts Per Year)
* Health…………………………..73,000
* Dental, Vision……………….29,000
* Retirement…………………..79,000
* Deferred Comp…………….33,000

# Instructions to Respondent

## Timeline

CTR anticipates following the schedule below:

|  |  |
| --- | --- |
| **Event** | **Date and Time** |
| Release RFI | February 22, 2017 |
| RFI Reponses Due | March 24, 2017 (5:00PM EST) |
| Follow Up with Selected Respondents for Clarification or Product Demonstrations | April 3-14, 2017 |

After reviewing Responses, CTR reserves the right to contact some or all Respondents to clarify information presented in the Response(s) or to have the Respondent demonstrate software functionality.

## Contact

This RFI is issued by the Office of the Comptroller for the Commonwealth of Massachusetts. Helen O’Malley, Financial System Transformation Study Project Manager, will function as the sole point of contact during this process.

Respondent submissions to the RFI must be received at the following address or via email prior to the RFI Reponses Due deadline:

Via Mail:

Office of the Comptroller of the Commonwealth

Attn: Helen O’Malley

One Ashburton Place

Room 901

Boston, MA 02108

Via email:

Helen.omalley@Massmail.state.ma.us

## Submission of Response

Responses to this RFI are due no later than the due date and time identified in Section 3.1 (Timeline). The Respondent remains solely responsible for ensuring that its response is received at the time, date, and location specified.

Responses to this RFI must be submitted to the contact identified by one of the following methods:

* Mail, express delivery, or hand delivery – Sealed and clearly labeled “Financial System Transformation Study RFI” on the outside of the package. Enclose one (1) unencrypted thumb drive containing electronic copies of all files in either Microsoft Word, Microsoft Excel or PDF format (please make sure that the response is word-searchable); or
* Email – Email addressed to the contact in Section 3.2 with the subject line titled, “Financial System Transformation Study RFI”. Attach one (1) electronic copy of all files in either Microsoft Word, Microsoft Excel or PDF format (please make sure that the response is word-searchable).

Normally all Responses are subject to Public Records Disclosure. It is our desire to obtain Responses with detailed information and costs. Therefore, if the Respondent wishes, they may submit a redacted copy of the Response in accordance with the Redacted Version section of this RFI (Section 3.6). The redacted version should be clearly marked as “redacted” and submitted along with the primary copy as described above.

Section 4 outlines the Response format intended to obtain organizational and reference information from all Respondents, followed by specific Response items pertaining to either software vendors or implementation services vendors. Firms responding to both software and implementation services should respond to all Response items in Section 4.

## Not Responsible for Costs

Costs of preparing a Response are the sole responsibility of the Respondent submitting the Response. The Commonwealth will not provide reimbursement for such costs and shall not be liable for any Response preparation costs. There is no guarantee that procurement will take place as a result of this RFI.

## RFI Responses Property of the Commonwealth

All materials submitted in response to this RFI become the property of the Commonwealth. The Responses may be open for review by the public in accordance with the Commonwealth’s Public Records law and Federal Freedom of Information requirements. By submitting a Response, the Respondent acknowledges and accepts that contents of the Response and associated documents may become open to public inspection.

## Redacted Response Version

It is the responsibility of the Respondent to identify all proprietary information included in their Response. If needed, the Respondent may submit one complete electronic copy of the Response from which any proprietary information has been removed (i.e., a redacted copy marked “REDACTED COPY”). The Respondent cannot mark the entire document or Response as exempt, or simply provide a legend or statement on one page that all, or substantially all, of the document is exempt from disclosure.

The redacted copy should reflect the same pagination as the original, showing the deleted text or empty space from which information was redacted. The Respondent is responsible for ensuring the redacted copy is protected against restoration of redacted data. The redacted copy may be subject to release under Massachusetts Public Records Law, found in Chapter 66, Section 10 of the Massachusetts General Laws, without further notice to the Respondent once the RFI analysis is complete.

**Important: If a redacted copy is not received, the entire Response will be deemed available for public review.**

The Commonwealth does not anticipate that the disclosure of trade secrets is necessary to comply fully with this RFI. However, if Respondents believe Response items require inclusion of trade secrets, the precise text, illustration, or other information contained within each page should be clearly marked “trade secret” and appropriately excised from the redacted copy.

If the Respondent fails to follow the RFI instructions as they relate to proprietary information or trade secrets, such indications may not be honored.

# Response

Respondents shall include the following Sections in their Response, referencing the same numbering system as used in this Section. The information provided in this Section will address the specific Response item and be informative and concise. Note that Section 4.4 and Attachment 5.2 (Systems Requirement Matrix) are specific to providers of ERP software. Section 4.5 is specific to providers of implementation services. Please mark these Sections as “N/A” as appropriate. Section 4.6 should be completed by both providers of ERP software and providers of implementation services. For Respondents replying as both providers of ERP software and implementation services, all Sections and Attachment 5.2 should be completed.

## Title and Transmittal

### Title Page or Cover. The title page or cover must include the RFI title, the RFI due date and time, and the Respondent name and address.

### Table of Contents. Each Response shall be submitted with a table of contents that clearly identifies and denotes the location of each Section and Sub-Section of the Response. Additionally, the table of contents should clearly identify and denote the location of all Attachments to the Response.

### Transmittal Letter. The Response must provide a written transmittal of the Response in the form of a standard business letter. The transmittal letter shall include the following items:

* Legal entity name of the Respondent
* Brief description of how the Respondent meets any of the preferred Respondent qualifications
* Name, mailing address, telephone number, and email address of the Respondent’s contact person
* Signature of a company official empowered to represent the Respondent.

## Executive Summary

In the Executive Summary, the Respondent should condense and highlight the contents of the Response in such a way as to provide the Commonwealth with a broad understanding of its product(s) and/or implementation services. This section of the Response is intended to provide a clear and concise understanding of key aspects of the Response as follows:

* Statement as to whether the Respondent is replying as a provider of application software, a provider of implementation services, or both
* Narrative summary of the Respondent’s understanding of the RFI and its ability to provide the solution and/or implementation services as outlined in this RFI
* Summary of the solution and services recommended in response to the RFI and why those products and/or services represent a “best value” solution
* Discussion of why the Respondent is qualified to provide the solution and/or services presented, including an overview of prior relevant experiences and product or industry alliances, certifications and/or accreditations. Include engagements with the Commonwealth.

***Maximum length should be no more than 3 pages.***

## Statement of Qualifications

### CTR is soliciting Responses from qualified firms that are in the business of providing ERP software and implementation services as described in this RFI. The Respondent should present information about its organization, highlighting its applicable qualifications and experience, including:

* Brief overview of business operations, with an emphasis on ERP-related products and services
* Summarize the breadth and depth of the Respondent’s **public sector** ERP experience. Highlight ERP system installations or implementation projects (particularly state government) of relevant size and scope in relation to the Commonwealth of Massachusetts
* Research and development budget, industry leadership, or other methods that the Respondent uses to stay current in the public sector ERP market.

***Maximum length should be no more than 2 pages.***

### Provide three public or private client references that would be willing to be interviewed by CTR regarding experiences with your ERP products and/or implementation services. CTR prefers that at least one of these should be a reference in the (state government) public sector of a similar size/complexity as the Commonwealth of Massachusetts where a comparable solution and/or services were delivered.

The following reference information should be provided:

1. Organization Name
2. Organization Description (e.g., state agency, county government)
3. Reference Contact Information
   * Name
   * Mailing Address
   * Phone
   * E-mail
4. Referenced Project Beginning/End Dates
5. ERP Software Modules Installed/Implemented
6. Brief Summary of the Referenced Engagement, including description of project scope and results achieved.

### Describe your familiarity with state government requirements and business processes, including examples of projects that you have implemented at a statewide level. How do your product and/or your implementation services approach reflect your understanding of the public sector? Provide examples of how you have modified or adjusted either software or implementation activities to address needs identified by public sector clients. Describe your familiarity with federal and state financial and compensation management requirements and with standard-setting organizations such as GASB.

### *Maximum length should be no more than 3 pages.*

## Narrative Regarding Software Solution

### Solution Overview. Provide an overview of the Respondent’s full ERP solution and those components/modules proposed to meet the Commonwealth’s requirements for Financial Management and Workforce and Compensation Management functions. Describe all third-party products included in the solution, with an explanation of the exact role they play in the delivery of the solution.

### *Maximum length should be no more than 3 pages.*

### Product Summary. For the full ERP solution, provide a detailed product summary chart that lists:

* Each software manufacturer (list the core ERP provider first)
* The different product sets by each software provider
* The modules/functions within those product sets
* The current, generally-available release of the core ERP software
* The next version/release and expected date for release
* Supported database platform(s)
* Business intelligence, security, or middleware products necessary to support the core software functionality.

Respondents should provide detail at the lowest level of all software separately licensed/subscribed in the Respondent’s offering.For those elements of functional scope that are not supported by the Respondent’s core ERP software, third party products suggestions of alternative approaches to meet the functional scope are encouraged.

### *Maximum length should be no more than 4 pages.*

### Detailed Description of ERP Functionality and Modules. Describe the full functionality of your ERP by module. Attachment 5.2 (Software Requirements Matrix) provides a listing of requirements that an ERP solution should include, broken out into tabs by functional area such as General Ledger or Payroll. This matrix can serve as a reference as you describe your solution, but Respondents should feel free to organize the narrative Response to regroup functions by ERP module and add functions that may be omitted from the matrix. If the ERP solution has additional features which add to its value, describe those features.

### Responses should pay particular attention to addressing how the solution meets state government requirements and its ability to support complex government accounting and reporting structures.

### Please indicate which modules and functionality within these modules would be utilized to support Financial Management and Workforce and Compensation Management, based on your definition of these terms. CTR is interested in seeking best practice recommendations regarding the scope of business functions included in these areas.

### As part of the description of each ERP module, please indicate if functionality is included at this time or is on the product roadmap (please provide an estimated delivery time). If the ERP solution relies on third party software to support the function, provide the name of the software and describe how it is integrated with the ERP solution.

### Please address the interoperability of modules as part of the overall, integrated solution.

### *Respondents should use their discretion in determining the length of Responses to this Section. Please do not include marketing materials; the Response should be a clear description of what each module does and how the solution addresses the needs of state government.*

### Technical Platform. Describe the recommended technical delivery platform for your product and discuss the advantages or disadvantages that the Commonwealth should consider when selecting the technical platform. In particular, CTR would like to receive Respondent recommendations on cloud based SaaS software delivery as an option for the ERP solution. Please address:

### Concerns that public sector functionality and security of SaaS products are not as mature as traditional on premise licensed software and may not meet the breadth of functional needs across the state enterprise

* Suggested approaches to leverage the best products available within the proposed project timeframe with a roadmap to take advantage of cloud/SaaS solutions as they become more robust in the future, specifying timelines and content for functional releases
* Advantages or disadvantages that the Commonwealth should consider when selecting the technical platform
* Hosted or managed service software delivery and support options if the Respondent recommends these options over a SaaS installation, including the reasons for this recommendation and cost implications over a ten year period after go live.

***Maximum length should be no more than 4 pages.***

### Security and Controls. Describe the security and control standards and protocols met by the solution, including security standards and protocols for both the application and its physical location. Describe how redundancy is achieved and how disaster recovery is handled. How will the solution guarantee protection of data and ensure that data will be segregated from other clients? What protocols are in place to guarantee evolving security responsibilities? Responses should address the following points:

### Is the proposed solution compliant with the following security and control standards: Federal Information Security Management Act (FISMA), National Institute of Standards and Technology (NIST), Federal Tax Information (FTI), Payment Card Industry PCI-DSS standards?

### Does the hosting environment have accreditation such as the Federal Risk and Authorization Management Program (FedRAMP) that provides a standardized approach to security assessment, authorization and continuous monitoring for cloud products and services?

### Does the solution vendor provide an independent/third-party assessment and evaluation of security and controls such as a SOC 2-Type II annual audit?

### Provide a summary of the most recent audit findings for the solution.

### Describe any security breaches that have occurred within the past 5 years related to unauthorized access to data (e.g. hacking, phishing, etc.) and how these instances were handled and corrected.

***Maximum length should be no more than 4 pages.***

### User Security/Identity Management. Describe how the solution manages user security to assure that the ability to enter, view and change data is limited by organization and user role. Describe how new users are identified and the protocols followed to ensure that they are valid users prior to issuing a user ID. Is the user ID shared across ERP modules? What reports are available to monitor inappropriate user access to data and to mitigate the risk of security breaches by unauthorized users?

***Maximum length should be no more than 2 pages.***

### Interfaces. Describe how the solution interfaces/integrates (both inbound and outbound) with external systems. What are the interface standards? Describe the security, controls and other processes such as error handling around interfaced transactions.

***Maximum length should be no more than 2 pages.***

### Software Maintenance. Describe the process for updating or upgrading the system, from routine updates to significant upgrades. Describe minimum requirements for customers to remain current. Describe your commitment to update the ERP solution in response to changing federal and state mandates and user group recommendations on product enhancements.

***Maximum length should be no more than 2 pages.***

### Product Roadmap. Provide an overview of the strategic vision for your ERP solution to help the Commonwealth understand the intended product roadmap in relation to the Commonwealth’s hypothetical start date for the project on July 1, 2017, with software implementation for the first phase of the project targeted for July 1, 2018. Include any differentiating technological approaches and anticipated developments that would be of particular interest to the public sector. Describe your ability and willingness to partner with the Commonwealth to enhance the solution functionality for public sector use and how this partnership would work.

***Maximum length should be no more than 3 pages.***

### Product Accessibility and Usability. Describe the product’s compliance with Section 508 of the Federal Rehabilitation Act, the World Wide Web Consortium’s Web Content Authoring Guidelines, v.2, level AA (WCAG2 Standards), and the concept of usability for individuals with disabilities. Is there a VPAT or accessibility testing results for the solution or components of the solution (specify the components) and describe the salient findings. Describe your approach to building accessibility into each phase of software development and delivery. Describe your willingness to work with the Commonwealth and third party testers to test accessibility and usability after delivery and to mitigate adverse findings.

### *Maximum length should be no more than 3 pages.*

### Self-Service and Workflow Capabilities. Describe how the solution supports the automation of formerly paper-based processes through self-service and workflow. Provide a list of the functions that utilize these capabilities, such as Travel approvals, updates to Employee Personal Data, updates to Job Application Profiles, Employee Time Off Approvals and other electronic intake forms.

### *Maximum length should be no more than 3 pages.*

### Unique Requirements. CTR prefers to avoid customizations/modifications to the baseline solution and strongly prefers supporting business practices and requirements through configuration inherent in the Respondent’s solution. However, the Commonwealth may have business requirements that are unique. With this understanding, describe the approach to addressing client-specific requirements within your solution, including the ability to:

* Add and/or activate additional data elements
* Configure lists of valid values for existing and custom data elements
* Create and enforce specific business rules
* Create, configure, and modify business process models and workflows for business transactions based on business rules
* Create business rules through configuration that support multiple, differing Collective Bargaining Agreements for a highly unionized public sector client, including rules governing shifts, overtime, holidays, leave accruals, rotating cross pay period schedules, multi-tiered seniority rules, etc.
* Have multiple levels of controls, such as statewide controls set by an oversight department such as CTR, and other levels of control at a department level.

Additionally, describe any out-of-the-box workflow capabilities and ease of use in configuring additional workflows.

***Maximum length should be no more than 3 pages.***

### Reporting and Analytics. Describe the solution’s query, business analytics and report delivery approach and the tools used to implement those functions. Discuss the flexibility of the reporting solution, including the ability for users to query the data base or configure or customize reports. Does the solution provide a data warehouse capacity? Describe how the product’s reporting and analytics framework would be integrated with the Commonwealth’s existing Commonwealth Information Warehouse, HR Analytics and Transparency web site data bases.

***Maximum length should be no more than 3 pages.***

### Data Conversion. Data conversion is a major reason that an ERP project misses its go live objective and /or fails to adhere to cost projections (budget). Describe the Respondent’s approach to data conversion and the size and scope of data conversion for a project of this nature. What data do you recommend be converted and what data would not need to be brought into the new system, based on your experience? What is the rationale for this recommendation? How does the approach ensure data quality as it pertains to accuracy, integrity, completeness and uniformity?

***Maximum length should be no more than 3 pages.***

### Implementation Partners. Describe the Respondent’s certification program, if any, for implementation partners and provide a list of partners with experience implementing public sector ERP solutions for state government agencies and for statewide ERP systems.

***Maximum length should be no more than 1 page.***

### Lessons Learned. Describe lessons learned from other implementations, both public sector and private sector.

***Maximum length should be no more than 3 pages.***

## Narrative Regarding Implementation Services

### Project Management Methodology. Describe your firm’s ERP implementation and project management methodology. Include in the description your methodology’s adherence to project management standards and distinguishing features of the methodology that have contributed to project success. Indicate factors that in your experience are likely to impact project timelines, cost and success and how your project management approach mitigates these risks.

***Maximum length should be no more than 3 pages.***

### Project Staffing. Describe the approach to staffing ERP implementation projects. Address the use of on-site vs. off-site and full-time vs. part-time resources and how those resources are coordinated to work effectively with the Commonwealth’s project team. Describe the % time that your staff would be on site in an engagement of this size and complexity and at what points in the project this on site presence would be recommended. Describe steps that are taken to ensure key personnel are available throughout the project. If offshore resources are a part of your approach, explain the expected benefits as well as the processes used to manage and maintain security of access to Commonwealth data and the quality of remote work. Finally, recommend a minimum ratio of Commonwealth personnel to consulting resources that has been successfully engaged in other public and private sector projects.

***Maximum length should be no more than 3 pages.***

### Project Roles. Describe the roles and positions that would be provided by the implementation services firm and those required of the Commonwealth. Please estimate the number of full-time positions to be required for both the services firm and for the Commonwealth and the skill sets that Commonwealth staff should have.

***Maximum length should be no more than 3 pages.***

### Testing Approach. Describe the testing approach and tools to facilitate thorough and efficient testing of the ERP system. Responses should include accessibility testing of configured software. Describe the role of Commonwealth testers and implementation vendor testers as well as who is responsible for developing test cases and tracking results.

***Maximum length should be no more than 3 pages.***

### Organizational Change Management. Describe your approach to organizational change management and communications for a statewide ERP project. In your experience with projects of this size and complexity, what is the degree to which business process change has been adopted to adhere to software configuration options rather than customization of software? What lessons learned apply?

***Maximum length should be no more than 3 pages.***

### Training. Describe your approach to training the project team and system end users. Include perspectives on train-the-trainer versus consultant led training delivery, and any successes or lessons learned from computer based training approaches to effectively train remote or large numbers of end users.

***Maximum length should be no more than 3 pages.***

### Timeline Recommendations. Describe the recommended deployment strategy and expected project timeline based on your experience with similar projects in the public sector. The Commonwealth would like to consider alternatives that may result in cost savings, risk reduction, or other strategic benefits including:

* Recommendations on which modules would be implemented first, second, etc., with proposed timeline durations and rationale for the recommended approach. Focus should be on the modules related to Financial Management and Workforce and Compensation Management; the Response may also include a recommendation as to the order of implementing other modules in the ERP solution as well
* Recommendations on roll out approaches (enterprise wide to all agencies, phased roll out across agency groupings, etc.) with proposed timeline durations and rationale for recommended approach.

### The Commonwealth does not wish to unduly constrain its options for implementation. Respondents are invited to present innovative or alternative solutions that could be beneficial to the Commonwealth.

***Maximum length should be no more than 5 pages.***

## Additional Topics for All Respondents

### Pre-Implementation Activities. Describe any suggested activities that the Commonwealth could complete prior to the start of the implementation project that would accelerate or facilitate the implementation effort.

### RFP Contents. Understanding that an RFP issued as part of a formal procurement would, by nature, be a more comprehensive document, describe any additional information Respondents would like to see in an RFP that would allow a more comprehensive and accurate response to the RFP.

### Fit Gap Analysis. Describe when and how you would undertake a fit gap analysis of current functionality in use by the Commonwealth compared with the proposed ERP solution. What role would the Respondent’s staff play in identifying variance from the configuration options available in the ERP software and recommending specific business process changes to avoid customization.

## Response to Requirements Matrix

Responses to Attachment 5.2 (Software Requirements Matrix) shall be submitted using the Excel format provided. Respondents will indicate for each requirement whether the functionality:

* has been in use for more than 18 months
* has been recently put into production
* is on the roadmap to be available in 12 months or less
* is in discussion.

Also indicate in the appropriate column the ERP module within which the functionality resides.

If the vendor does not intend to include the functionality in the ERP solution, please use the comments column to explain the rationale for the decision.

## Response to Cost Schedules

Attachment 5.3 (Cost Schedules) are a required component of the Respondent’s reply and shall be submitted using the Excel format provided. As the project scope and timeline will be defined in any subsequent RFP, Respondents will not be constrained in any way regarding estimated costs submitted as part of this RFI. At the Respondent’s discretion, the Attachment content may be redacted in accordance with Section 3.6 (Redacted Response Version).

The Commonwealth is seeking the best estimates of ERP software and implementation costs that can be obtained based upon the information provided in this RFI. The Commonwealth intends to view these responses as planning estimates to assist in validating or refining estimated cost. This is an important step in the plan to obtain funding for the project, and Respondents’ diligence in providing your best estimates is appreciated. Instructions for completion of the applicable cost schedules are included in the Excel file. Other Response items and guidance regarding cost are listed below.

Software cost estimates should cover the full ERP suite and be broken out by ERP module; the Response should clearly indicate which modules are recommended in order to support Financial Management and Workforce and Compensation Management.

Implementation Services cost estimates should be based on the Respondent’s assessment of the ERP modules necessary to support Financial and Workforce and Compensation Management functions only.

Respondent’s should base cost estimates using an estimated project start date of July 1, 2017, (FY2108) and a software go live (implementation) date of July 1, 2018, (FY2019) for Phase 1 functionality identified by the Respondent based on software maturity.

### Software Costs. In addition to the cost schedules, describe the pricing model used for the estimated cost provided in your response. Discuss the typical payment terms and the method of determining future cost adjustments on a year over year basis (e.g., general price increases, changes in user counts, how “user” is defined for cost purposes). Describe how the cost of the full ERP solution (that is, modules in addition to Financial Management and Workforce and Compensation Management) would be calculated and what that cost would be to the Commonwealth at this time. Does the license or subscription cost structure permit incremental growth to add modules over time? Provide a cost schedule for these additional modules.

### Services Costs. Due to the potential cost of ERP implementation services and the project timeline spanning multiple fiscal years, the Commonwealth would like to understand not only the total approximate cost of implementation services but also the likely distribution of those costs. Estimated implementation costs should be presented by major project phase (e.g., Financial Management vs. Workforce and Compensation Management) and distributed by fiscal year in accordance with the Respondent’s general experience with projects of this type.

In addition to the cost schedules, describe the Respondent’s approach to establishing a payment schedule and typical payment terms applied during an implementation project.

### Cost Assumptions. In addition to the organizational metrics, list any other key assumptions used in the Respondent’s estimated cost response.

# Attachments

## Summary of Current Enterprise Applications

## System Requirements Matrix

Respondents should fill in the system requirements matrix.

The system requirements matrix must be submitted in Excel format per the instructions.

## Cost Schedules

Respondents should fill in the cost schedules.

The system requirements matrix must be submitted in Excel format per the instructions.

## Summary of Current Enterprise Applications

**ACES (Human Resources Division - HRD)** – ACES is a Successfactors (SAP) application used to support management performance reviews. The Achievement Competency Enhancement System (ACES) was introduced in 2004 and is an online tool with workflow that allows agencies to manage compliance with evaluation time frames. It was designed to ensure that manager work objectives are linked to agency goals, manager competencies (skills) and a professional development plan. This is a standalone system that is not interfaced with other HR systems.

**CIW** **(MassIT and CTR)** – The Commonwealth Information Warehouse is a central database gathered from the Commonwealth’s financial, HR and payroll systems: MMARS, HR/CMS, and LCM. Agency users can run custom queries and export to Access or Excel. The CIW runs on the Netezza Platform and requires ODBC drivers on the user’s computer.

**COMMBUYS (Operational Services Division - OSD)** –COMMBUYS is the procurement system of record for Commonwealth’s Executive Departments. COMMBUYS supports online procurement between Commonwealth buyers and vendors. COMMBUYS offers access to procurement information in order to promote transparency, increase competition, and achieve best value for Massachusetts taxpayers.COMMBUYS runs on Periscope’s BuySpeed system. COMMBUYS is not integrated with the Accounting system.

**CTHRU (CTR)** –CTHRU is CTR’s open records platform for financial and payroll information. As stewards of the Commonwealth’s financial and payroll data, CTR has expanded transparency by utilizing an Open Data platform that presents information through intuitive and interactive visualizations and tables. The user has access to raw data in a worksheet format with easy to use tools to support more complex data inquiries.

**HR Analytics (HRD)** –HR Analytics provides agency users with a rich variety of data through dashboards on recruitment, composition of the employee labor force and more. Trend analysis is included. The solution is built using Oracle’s Business Intelligence software. Data are pulled from HR/CMS and MassCareers.

**HR/CMS (CTR, MassIT and HRD)** –TheHuman Resource/Compensation Management System is the Commonwealth’s system of record for employee data and biweekly payroll. HR/CMS allows agencies to enter transactions related to Human Resources, Time and Attendance and Payroll. HR/CMS runs on Oracle’s PeopleSoft Version 9.2. HR Mass Update Programs are used to upload large amounts of information to HR/CMS related to changes in collective bargaining agreements or other needs such as cost of living increases, position transfers, terminations, hires, reclassifications, benefit program enrollment, retroactive earnings and other payroll updates. The Commonwealth also utilizes the Employee Self Service module which allows all employees to view their paycheck and select personal information online; a subset of employees use it to record their time and attendance.

**Intercept Web App (CTR)** – This is an online tool for Commonwealth entities to conduct debt file management and debt file authorization. The Intercept Web App allows online reporting on upload history, download history, and intercept activity undertaken by MMARS on behalf of agencies and the Commonwealth.

**LCM** **(CTR)** – Labor Cost Management is a customized module within MMARS used to provide the link between the payroll system (HR/CMS) and MMARS. LCM is used to distribute labor costs to multiple accounts, request labor distribution rules and process labor adjustments. The data exchange between LCM and HR/CMS is real-time.

**Luminist** **(CTR)** – Luminist is an online reporting system which recently replaced DocDirect. Agency users can access a variety of pre-run reports across multiple business functions and systems. Luminist runs on Mobius Luminist Version 5.1.1.

**MBA (Administration and Finance – A&F)** – The Massachusetts Budget Application is the official budget development and spending plan application for Commonwealth entities, including Executive Departments, Constitutional and Independent Offices, and Higher Education. The Governor’s annual budget recommendation is developed in MBA and subsequent legislative budget versions are tracked through the budget development process, including the enacted budget approved by the Legislature and subsequent supplemental budgets. The enacted budget is loaded to MMARS at the beginning of the Fiscal Year to create authorized spending or receipt levels for each appropriation and revenue account. MBA is built using Oracle’s Hyperion Planning software.

**MassCareers** **(HRD)** – MassCareers is the e-recruitment solution used by MA Executive Departments and certain Independent and Constitutional Offices and higher education entities. This SaaS solution is built using Oracle’s Taleo software, version 15B.1. Agencies build job postings (requisitions) and post them on line. Applicants can search for openings, create profiles to house resume data for repeated use when applying, apply on line and view the status of their application. Applicants answer pre-screening questions as part of the application process; responses are then used by the solution to rank applicants by qualifications met. Workflow moves the application to the hire stage and hired applicants are on-boarded by completing benefits and tax forms on line. There are interfaces with HR/CMS to pull in foundational data on employees and to initiate the hire transaction.

**MMARS** **(CTR)** – The Massachusetts Management Accounting & Reporting System is the financial system of record for the Commonwealth. MMARS is the Commonwealth branding for CGI Advantage version 3.9.0.1, a web based system for agency users to enter financial transactions; manage and track budgets, grants and vendors; and conduct the financial management functions of the Commonwealth. Interfaces with large agencies support loading of transactions to and from MMARS. Interfaces with the Office of the Treasurer support processing of payments.

**MARIS (Mass. Retirement Board – TRE)** – The Massachusetts Retirement Information System is a SaaS solution built using SAGITEC’s NEOSPIN software framework. Interfaces from HR/CMS provide MARIS with data on employee demographics such as age and address, hours worked and deductions for retirement contributions. MARIS calculates the years of service, creditable service and highest 3 years of pay to maintain a running balance of retirement plan values for each benefited worker.

**MAGIC (Group Insurance Commission - GIC)** – MAGIC is a custom-built application that tracks benefited workers’ participation in health, dental, vision, optional life and disability insurance plans. An interface from HR/CMS for a benefited new hire or re-hire transaction creates a shell in MAGIC which is completed by agency staff once the employee has made his or her decision on plan enrollments. There is currently no self-service option to update benefit plan information; during periodic open enrollments, workers notify agency benefits staff of any changes (such as beneficiary designation); agency staff then update MAGIC.

**Open Checkbook (A&F)** – Open Checkbook is the Commonwealth’s transparency website, built using Oracle’s Business Intelligence software. The site allows the public to view payroll and payment data and data on hiring transactions for Executive Departments and certain other Commonwealth entities. Data are pulled from the Commonwealth Information Warehouse (MMARS, HR/CMS) and MassCareers.

**PACE (HRD) –** PACE is a learning management system used by Commonwealth agencies to publish mandated and optional training opportunities. The application is built on Meridian software which has been customized by MA. Employees can register on line and provide course evaluations. Limited reporting is available on attendance and other training metrics.

**Payment Processing System (Treasurer - TRE)** – This application is custom-built on Unisys software and is currently out to bid for a replacement application to support check writing and ACH for Commonwealth payments to vendors and employees. Interfaces from MMARS and HR/CMS provide bi-weekly payroll and daily vendor payment information to PPS in order for checks to be printed for employees or vendors that have not opted for Direct Deposit/EFT (98% of employees are Direct Deposit; 70% vendors are EFT) and remittance advices to be printed for entities that have not elected to suppress this function (75% of remittance advices are suppressed). Checks and remittance advices are distributed to agencies for subsequent distribution to employees and vendors. PPS also manages the transmission of ACH files to banks to credit payments to employees and vendors.