Project #	Agency	Project Title
65-01	Administrative Services – State Personnel	Human Resources Talent Management System

SUMMARY OF REQUEST (Executive Summary from the Proposal)
[Full text of all proposals are posted here: http://nitc.ne.gov/nitc/documents/fy2009-11/index.html]

A Talent Management System is a Human Resources Software as a Service (SaaS) product composed of six elements which roughly correspond with the stages of the employee "life cycle." Those stages are recruiting and hiring a new employee, getting the new employee on-board, training, evaluating performance, offering a career path for promotion or lateral skill acquisition, and finally compensating the employee based on performance. The components of the software system are interconnected with each other and interfaces with NIS for better data gathering and reporting.

FUNDING SUMMARY

Capital Expenditures	Total	Prior Exp	FY09 Appr/Reappr	FY10 Request	FY11 Request	Future Add Request
Hardware	$0					
Software	$1,741,000		538,000	377,000	413,000	413,000
Network	$0					
Other	$0					
Total	$1,741,000	$0	$538,000	$377,000	$413,000	$413,000
Total Request	$1,741,000	$0	$538,000	$377,000	$413,000	$413,000

▼Funding

	Total	Prior Exp	FY09 Appr/Reappr.	FY10 Request	FY11 Request	Future Add Request
General Fund	$197,000		120,000	37,000	20,000	20,000
Cash Fund	$0					
Federal Fund	$0					
Revolving Fund	$1,216,000		170,000	260,000	393,000	393,000
Other Fund	$110,000		30,000	80,000		
Total Funding	$1,523,000	$0	$320,000	$377,000	$413,000	$413,000

PROJECT SCORE

Section	Reviewer 1	Reviewer 2	Reviewer 3	Mean	Maximum Possible
Goals, Objectives, and Projected Outcomes	13	11	14	12.7	15
Project Justification / Business Case	25	20	18	21.0	25
Technical Impact	18	15	1	11.3	20
Preliminary Plan for Implementation	8	6	7	7.0	10
Risk Assessment	6	7	1	4.7	10
Financial Analysis and Budget	18	12	10	13.3	20
TOTAL				70	100

REVIEWER COMMENTS

Section	Strengths	Weaknesses
Goals, Objectives, and Projected Outcomes	- The project has a number of important and verifiable goals. Further, the proposed project takes an enterprise approach that should reduce the cost of managing, maintaining and manually synchronizing multiple "shadow" systems. - The proposal includes a detailed list of goals, objectives and outcomes. - The description in the project proposal was very good.	- There is no alignment with the agency's technology plan as it is currently being developed. It is clear to the reviewer that thought is being given to the strategic needs of the agency.
Project Justification / Business Case	- The project has clear, measurable, and clear outcomes critical to the business of the agency. Further, it has the potential of reducing costs, increasing efficiency, and providing an environment that allows the agency to meet strategic objectives that can be leveraged by other agencies requiring a stable and sustainable workforce. - Alternatives to this approach have been reviewed.	- The objectives are clear, however, the solution to meet those objectives is not. - The proposal includes many features but does not spell out the benefits of achieving the goals, objectives and outcomes. Consider describing scenarios that contrast current practice to the proposed future procedures. Include specific tangible and intangible benefits. For example, describe the savings that will result from supporting electronic personnel files.
Technical Impact	- The project looks to leverage SaaS which should reduce the load on IT staff and expedite the implementation process. If the provider has a solid performance track record this will reduce scalability and security concerns since best practice can be leveraged.	- SaaS introduces its own set of integration challenges. There is not enough information about the vendor to assess the "fitness" of the solution. - The proposed system is described as a "Software as a Service" solution - no real discussion of the underlying technical details related to the provider. - The proposal fails to account for the technical issues inherent in a SaaS deployment model. These include security, disaster backup, customization, upgrades, scalability, maintenance windows and auditability. These and related business issues like end of contract transition procedures, standards, support levels, training and pricing can be addressed in a good RFP. The statement that "there is no reliance on IT developers and IT technical staff to maintain the TMS" is simply incorrect. The difference is that the staff work for the SaaS provider and not the State; such skills are still required.
Preliminary Plan for Implementation	- The rudiments of the project are well considered and articulated. - Discussions with stakeholders have been ongoing and efforts have been underway to build acceptance.	- The timeline is extremely aggressive without clear indicators that the data flow from existing systems is in place. Further, the reviewer has concerns about whether there is adequate time to fully understand existing business processes and modify them to both leverage the new environment and ensure a minimal implementation dip in productivity. - Very little detail about how the project would be staffed. Training and support decisions apparently ceded to the vendor. - The implementation plan envisions a phased (by functionality) statewide implementation. Consider an approach that takes advantage of a key benefit of the SaaS subscription model by implementing the entire set of functionality on an agency by agency basis. SaaS implementations can be structured in this way to reduce risk and cost.
Risk Assessment	- Leveraging SaaS will provide clear structure as to system capabilities and requirements.	- The lack of SSO, intranet portal and personnel file storage are considerable. The details associated with these risks can significantly impact workflow.

Section	Strengths	Weaknesses
		- Response seems limited to discussion of a few rather technical details. - This large scale SaaS implementation would be a first for State government. There are many business, technical and contractual issues that need to be addressed. Security, for example, is an area of critical importance for HR records. Consider budgeting for a consultant who has experience and expertise in establishing and managing SaaS implementation contracts.
Financial Analysis and Budget	- The project budget is well documented.	- The project costs related to training, review of business processes, etc. are not clear. HR processes are heavily workflow oriented and the implementation of a system that will be expected to account for those processes must have adequate time to ensure proper change management. - The request for $1,741,000 appears to apply only to the subscription cost of the SaaS deployment. Consider including estimates of the interface costs, the costs to digitize paper records, digital storage and the personnel costs for ongoing administration of the system. It is unclear if there has yet been an analysis of the lifecycle costs of the SaaS approach compared to other software deployment models. An agency by agency approach to implementation (if adopted) should result in smaller expenditures in the early years. This is one way to address the funding shortfall. The project is in an initial planning phase. Consider including contingency funds since this is the first large scale SaaS deployment in State government and there will probably be a surprise or two.

TECHNICAL PANEL COMMENTS

Technical Panel Checklist	Yes	No	Unknown	Technical Panel Comment
1. The project is technically feasible?	✓			
2. The proposed technology is appropriate for the project?			✓	
3. The technical elements can be accomplished within the proposed timeframe and budget?			✓	

NITC COMMENTS

- Tier 1 (Highly Recommended. Mission critical project for the agency and/or the state.)