KRONOS®

Statement of Work

Deployment and Advanced Configuration of TeleStaff

Prepared for County of Monterey

Customer Contact:	James Colangelo
Contact Phone:	831-755-3722
Contact E-Mail:	ColangeloJJ@co.monterey.ca.us

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Prepared By:	Celeste Patzold Celeste.patzold@kronos.com	Filename:	FF Deployment and Advanced All Options SOW-Monterey County Sheriffs.docx

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1 EXECUTIVE SUMMARY

1.1 DOCUMENT PURPOSE

TeleStaff Solutions Group (TSG) is pleased to be considered a Workforce Management business partner with County of Monterey. The purpose of this document is to provide an outline of the work required and the professional services estimated for the TeleStaff solution.

This document defines TSG's current understanding of the engagement's objectives, scope, assumptions, risks and constraints and is based upon information gathered during conversations with County of Monterey during the sales cycle, with the key assumption that the TSG and County of Monterey will jointly staff the project team during the project lifecycle.

This Statement of Work provides a documented basis for making future decisions and for confirming or developing a common understanding of project scope among the stakeholders. Any change to the assumptions in this document or the discovery of increased complexity during the engagement will be considered a change in the scope of the professional services, and will be managed through TSG's standard Change Control procedures.

1.2 PROJECT OVERVIEW

All prices shall be stated as firm fixed amounts, except where requested on a different basis.

Comprised of two distinct phases, the TeleStaff implementation process leverages proven methods developed by TSG. County of Monterey is configured and live with TeleStaff during the first phase, ensuring an accelerated return on investment.

The TeleStaff implementation experience brings together County of Monterey staffing experts with the Kronos TeleStaff Solutions Group experts to configure, test and ensure that the scheduling business/union rules required to ensure fair and consistent staffing are correctly setup within TeleStaff. The advantage of this type of project synergy ensures that scheduling rules are defined, setup, and tested in strict accordance to County of montery's needs; while promoting product knowledge and confidence that leads to project success.

These proven processes include a project manager working in partnership with County of Monterey's project team as well as detailed project plans, training, and technical support services. Additionally, TeleStaff's project methodology employs project assumptions, a master project schedule, and risk management processes.

- The Deployment phase addresses the immediate scheduling needs of the organization by implementing critical TeleStaff functions and modules such as rosters, personal calendars, person tracking functions, web access, interfaces, and telephony.

- The Advanced phase is designed for customers in a production environment who have had time to assess specific scheduling needs in a live production environment. This plan is a highly tailored implementation project that focuses on adding intelligent staffing options to County of Monterey's production database.

- An experienced TeleStaff project manager is assigned to train and guide the County of Monterey project team through implementation.

- A project plan for each phase is developed and strictly followed by the entire implementation team. A project plan with input from the project sponsor, project lead, and TSG PM. The project plan includes the following sections: Assessment, Planning, Solution Build, Test and Certify, and Deploy and Support.

- Configuration of TeleStaff to meet specific departmental staffing processes and business requirements.

A TSG PM is assigned to support County of Monterey during the deployment of TeleStaff and guide the project to a timely and successful resolution. The TeleStaff deployment process is aimed at implementing features and functionality in a logical, yet accelerated sequence to help County of Monterey to strategically and quickly maximize TeleStaff's time and cost savings benefits organization-wide. Schedulers and other users will enjoy the benefits associated with centralized staffing, processing requests, reporting, conducting emergency recall, and data feeds to the timekeeping downstream system with the deployment of the roster and calendar.

After deployment of TeleStaff in a production environment, County of Monterey transitions to the Advanced phase. During this phase County of Monterey assesses specific scheduling needs in a live production environment. A TSG PM guides County of Monterey through a highly tailored implementation project that focuses on adding intelligent staffing options to the production database. Schedulers and other users will enjoy the benefits of intelligent staffing, including the development of hiring lists based on user-defined fairness criteria.

1.2.1 KEY ASSUMPTIONS

This section details key assumptions that TSG used to develop the project approach, schedule, and project plan.

TSG assumes the Project Sponsor:

- Has ultimate responsibility for the success of the project
- Assists in the preparation and maintenance of the project plan
- Selects the project lead and ensures that this is a dedicated resource for the duration of the project
- Selects the project team and assigns resources as needed for the duration of the project
- Assigns resources to ensure on-going administration and maintenance of TeleStaff once the implementation project is completed
- Has high-level decision-making authority
- Is the escalation path for deficiencies, concerns, or questions from the TSG PM, project lead, project team, and user community
- Implements change management

TSG assumes the project lead:

- Ensures accountability for on-time deliverables as per the project plan
- Owns the daily project management task and is responsible for managing the project and keeping it on track
- Coordinates the project team and ensures tasks are completed on time
- Allocates resources to the project team per the project plan (subject matter experts)
- Works closely with the TeleStaff project manager – daily or weekly as required per project phase
- Escalates to the sponsor on a timely basis, as necessary
- Attends configuration training

TSG assumes the project lead has sufficient time available to lead the project, possesses excellent staffing knowledge, supports the implementation of TeleStaff, and has decision-making authority. TSG also assumes that County of Monterey has considered a contingency plan for the project lead.

Aside from the project lead assignment, the availability of resources has the greatest impact on the success of the project. County of Monterey must ensure the availability of various Subject Matter Experts (SME) in staffing, IT, HR, payroll, etc., as necessary to configure TeleStaff and test the configuration.

1.2.2 PROJECT ASSUMPTIONS

1. County of Monterey management is committed to the standardization of staffing and pay rules that may be required.
2. County of Monterey will configure staffing rules as defined and approved by the project sponsor.
3. County of Monterey management is committed to the success of the project through provision of resources and support as needed.
4. County of Monterey management will have a change management plan in place to help the project team successfully manage change and to minimize resistance to change from the users.
5. Decisions will be made in a timely manner according to the project plan.
6. County of Monterey IT department is aware of the TeleStaff project and supports the implementation plan. IT will provide the necessary support to install and maintain the TeleStaff system.
7. County of Monterey will implement Deployment configuration with one project team.
8. County of Monterey will implement Advanced configuration for two deployment groups. Patrol and Jail project teams will configure with advanced staffing functionality.

1.3 PROPOSED SOLUTION

1.3.1 TOTAL ESTIMATED INVESTMENT

Item	Estimated Investment
Software (TeleStaff, Sybase, Dongles)	71,539.00
1st Year's Maintenance	Included
Professional Services (Deployment and Advanced)	34,368.00
Estimated Investment For This Implementation	105,907.00
TeleStaff Annual Maintenance	11,103.00
Web Access Annual Maintenance	7,066.00
Sum of yearly fees	18,169.00

Both Parties acknowledge, if customer requires professional services from Kronos for additional Deployment, Advanced Configuration, or Solution Development services related to the Software purchased on this Order Form, the professional services will be billable on a time and materials basis at an hourly rate.

Professional Services included in this Statement of Work will be invoiced upon signing of the Sales Order, and due per the payment term notes.

1.3.2 ENGAGEMENT PRINCIPAL

The Engagement Principal is a TSG Project Manager (PM) who performs project oversight on the TeleStaff implementation and is responsible for the overall quality and customer satisfaction of the engagement. Activities include some or all of the following:

- Establishes and maintains formal communications with project sponsor.
- Advises customer on recommended solution implementation strategy.
- Oversees engagement planning and performance.

1.4 Travel Requirements

Billable travel expenses will be charged pursuant to the terms and conditions contained within the TELESTAFF SOLUTIONS GROUP SALES, SOFTWARE LICENSE AND SERVICE AGREEMENT. In certain instances specialized resources may be used that require the payment of airfare, lodging and related travel expenses. Also, if any portion of remote services are changed to on-site services, and agreed to by County of Monterey and TeleStaff Solutions Group, an appropriate change in travel hours will occur. Customers shall be made aware of any such instance(s) during the sales or Change Order process.

The total estimated Travel hours for this engagement are: 0

1.5 Resource Requirements

This project involves shared risk by both TSG and County of Monterey. TSG's experience has shown that the project team needs to be aware of their level of involvement in the implementation. Common risks in any project surround customer resource availability due to competing priorities from daily tasks and other responsibilities.

In some organizations, the resource available in one organizational role may cover more than one project role. If any of the customer-specified roles are not available in your organization, please contact your TSG representative to explore staff augmentation options. Proper staffing is critical as this may impact the professional services required, or the implementation approach recommended, to complete a successful project for your organization.
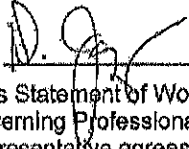
Risk Assessment and Management

Description	Mitigation Steps
Project not staffed with adequate resources.	Prepare detailed workplan identifying resources needed to complete project.
CORE team lacks requisite skills and/or commitment to understand system and train others on how to use it.	Coordinate project start-up with staff availability. Ensure key staff are included in CORE team. Transfer out team members who display lack of understanding or who are unable/unwilling to transfer knowledge. Ensure CORE team longevity for duration of project. TeleStaff PM trains the trainers to train others.
Promotion schedule and organziational restructures move key project members off the project.	Obtain commitment from County of Monterey management to assign resources that will remain with the project team. Keep project timeline to a minimum per the project plan.
Lack of communication and sponsorship from project sponsor.	Visible ownership of project from sponsor and frequent, positive communications throughout organization championing project.
Project conflicts with other priorities placed on project team members.	Ensure project priority and timeline are clearly defined. Keep project timeline to a minimum per the project plan.
End-user resistance to change.	Frequent updates on progress through communication channels. Ongoing inside sales from project sponsor and other key managers in organization, througout duration of project.
Key processing and procedural changes required are not accepted and implemented.	Sponsor owns change management and implements it throughout project lifecycle. Sponsor ensures that change management tasks do not delay project timeline.
Compliance to project schedule is	Prioritize requirements. Maintain firm control over scope.

Description	Mitigation Steps
critical to maintain support and ensure fully budgeted project.	Clearly define deliverables and due dates.
	Ensure project leads are educated on project management techniques. Keep project timeline to a minimum per the project plan.

1.6 APPROVALS

SUBMITTED AND APPROVED BY TELESTAFF SOLUTIONS GROUP

By: _____ Date: 2-22-12

This Statement of Work is subject to County of Monterey agreement with TeleStaff Solutions Group governing Professional and Educational Services. By signing below, County of Monterey's authorized representative agrees to purchase the services described herein.

Very truly yours,

Kronos Incorporated

ACCEPTED AND AGREED

County of Monterey

By: _____ Date: _____

Title: _____

2 DETAILED PROJECT SCOPE AND ASSUMPTIONS

The following solution details have been discovered through analysis with County of Monterey throughout the sales cycle, and form the scope by which this project will be managed. Additional assumptions have been made where necessary in order to estimate the Professional Services hours and tasks required for County of Monterey's solution.

Solution analysis and design may be performed during the assessment and planning phases of the project in order for both parties to mutually agree on the solution design. If the solution or assumptions defined in this document change, TSG and County of Monterey will review and adjust the project scope and budget accordingly through standard TSG change control procedures.

Where applicable throughout this section, if **NOT** specifically stated as "TeleStaff Solutions Group to Implement" County of Monterey is responsible for the implementation or configuration.

The proposed solution estimates will be reviewed weekly by the TeleStaff Solutions Group Project Manager and County of Monterey Project Lead. If the Estimate to Complete (ETC) is deemed larger than the estimated hours remaining due to scope increases or delays, a Change Request will be required.

2.1 CONFIGURATION FACTORS

Configuration Factors for TeleStaff	
Number of employees licensed for TeleStaff:	515 of employees
List the databases to be configured:	Sheriffs
List the deployment groups to be configured in each database:	Patrol, jail, investigations, records, court services, administration, traffic, coroner, lab
Authorities:	Yes
Work Codes:	Yes
Shifts, Shift Groups, Shift Masks, Shift Rotations:	Yes
Ranks, Specialties, Groups:	Yes
Pay Information:	Yes
Formula ID:	Yes
Probation:	Yes
Special Days:	Yes
Deployable units, special events:	Yes
Roster:	Yes
Calendar:	Yes
People Filters:	Yes
Audit Trails:	Yes
Web Access:	Yes
Standard Accruals:	Yes
Standard Payroll Export:	Yes
Canned Reports:	Yes

Configuration Factors for TeleStaff	
Configuration of Components to include Line Manager, Contact Manager, Task Manager, Import Manager, Fax Manager:	Yes
Number of Gateway Manager message types:	4
Train the trainer for configuration team:	Yes

Configuration Factors for TeleStaff - Advanced Phase	
List the databases to be configured:	Sheriffs
List the deployment groups to be configured in each database:	patrol and jail
Roster Counts/Minimum Counts:	Yes
Vacancy Strategies:	Yes
Pick Lists:	Yes
Configure rules for over time back filling:	Yes
Configure rules for special event or off duty deployment rules:	Yes
Train the trainer for configuration team:	Yes

General Assumptions

The following solution details have been discovered through analysis with County of Monterey throughout the sales cycle, and form the scope by which this project will be managed. Additional assumptions have also been made, where necessary, in order to estimate the Professional Services required for County of Monterey's solution.

Scope and Assumptions
County of Monterey has responsibility for all data cleansing and flat file creation to support interfaces with integrated systems.
County of Monterey understands that all Deployment Groups will be rolled out at the same time and NOT one Deployment Group at a time.
County of Monterey will take ownership of TeleStaff during deployment implementation and maintain it after go-live.
County of Monterey is responsible for any 3rd party tools needed to build custom reports.

Technology Assumptions

TSG does not take responsibility for hardware purchased by County of Monterey is responsible for implementing and maintaining the technical (hardware/software/network) environment in which TeleStaff operates. As such, County of Monterey is responsible for all environmental considerations including but not limited to operating TeleStaff in virtual environments. County of Monterey is also responsible for configuring firewall and security settings so that TeleStaff and web access components are operational. In addition, County of Monterey is responsible for installation and maintenance of VoIP, digital or analog telephone access. TSG can provide technical information and recommendations but can not be responsible for County of Monterey's unique technology environments.

Following are the MINIMUM specifications required for a TeleStaff server designed to operate the TeleStaff software, database management system and telephony components.

NOTE: The following recommended specs are for a single server running all TeleStaff components.

Item	Scope and Assumptions
Server Specs	Recommended < 1000 Staff – 64-bit OS • Quad Core Xeon Processor(s) • 8GB RAM • RAID-5 Storage (At least 15k RPM Drives) – Minimum 250 GB • PCie slot(s) for Dialogic Card(s) • Any Sound Device
Operating System	The following Operating Systems are currently supported for the Server: • Windows Server 2003 • Windows Server 2008 Please note: • To utilize more than 3GB of RAM, use Windows Server Enterprise edition. • TeleStaff is not compatible with Small Business Server or Web Edition. Canadian Departments: Operating System must be installed with ENGLISH (US) as the Regional Settings.

2.1.1 ASSESSMENT – DEPLOYMENT

TeleStaff project management support is provided by a Project Manager (PM). The PM assists County of Monterey Sheriff project team to prepare for assessment, planning, solution build, testing and supports County of Monterey team with issue resolution to deployment.

TeleStaff Solutions Group Responsibilities	Customer Responsibilities
TSG Account Executive schedules an introduction call to initiate discussions between Project Sponsor and TSG PM regarding the project goals, objectives, and implementation overview. The TSG PM schedules the project plan, technical, kick-off, and weekly status calls to review: • Project Scope • Project Schedule • Implementation Process • Project Team Roles and Responsibilities • Implementation Process • Configuration Training • Testing and Training Strategy	Identify a project sponsor and project lead. Sponsor participates in an introduction call. Secure customer project team resources. Participate in the kick-off, project plan and technical call. Review implementation and training guides. Review technical requirements. Deliver organizational and daily roster data.

2.1.2 PLANNING – DEPLOYMENT

TSG assists County of Monterey Sheriff project team to ensure all applicable requirements and solution design documents for the TeleStaff configuration are understood and completed.

TeleStaff Solutions Group Responsibilities	Customer Responsibilities
TSG Global Support hosts web conference to install and configure TeleStaff server, dialogic board and dongle. If applicable, phone lines, Web Access, and TeleStaff components are installed at this time.	Complete study of implementation and training guides. Arrange for acquisition and setup of hardware. Collect department and personnel information to complete data spreadsheet.
PM instructs project team on how to collect, organize, and format pertinent personnel and organizational data for the creation of the database. PM creates database from completed spreadsheet. Database review call	Participate in database review call. Make modifications to database as recommended by PM. Install database on TeleStaff server. Create testing and education plans. Participate in status calls.

2.1.3 SOLUTION BUILD – DEPLOYMENT

TSG assists project team in building the solution according to County of Monterey's business process and rules.	
TeleStaff Solutions Group Responsibilities	**Customer Responsibilities**
PM instructs project team on configuration of TeleStaff via multiple web conference calls. Identify data fields in TeleStaff for standard Payroll Export. Build Payroll Export. Identify data fields in TeleStaff for standard Gateway Message. Provide Gateway Manager templates. Train the trainer to review basic staffer usage for the core team.	Attend configuration training and train the trainer web conferences. Customer applies the acquired configuration knowledge and completes solution build tasks in their environment. Identify fields for Payroll Export. Meet with Payroll vendor to establish file format and types. Identify roster data requirements for feed to Gateway Manager. Participate in status calls.

2.1.4 TEST & CERTIFY – DEPLOYMENT

TSG supports County of Monterey Sheriff project team testing of the configuration, resolves all critical open issues, and plans deployment.	
TeleStaff Solutions Group Responsibilities	**Customer Responsibilities**
Support project team testing efforts via web conferences.	Finalize Test Plan with appropriate resources to test the configuration. Make configuration changes based on testing results. Certify configuration meets business requirements. Test and validate the data transfer from TeleStaff to standard Payroll Export. Test and validate the data transfer from Gateway Manager to 3rd party vendor.

2.1.5 DEPLOY & SUPPORT – DEPLOYMENT

TSG helps County of Monterey Sheriff project team transition from a project oriented, pre-production environment to a successful and live production operation supported by TSG Technical Support Group.	
TeleStaff Solutions Group Responsibilities	**Customer Responsibilities**
Web conference to review how to set up training environment. Web conference to prepare database for production. TSG PM provides initial production support. After production environment is stable, County of Monterey is transition to TSG Global Support.	Develop training materials and roll out plan. Set up training environment. Conduct user training classes. Attend web conference to prepare database for production. Import accrual data, if applicable. Use TeleStaff in parallel for staffing with work codes, schedules, and rosters. Use TeleStaff in parallel with downstream systems feeds, if applicable. Use TeleStaff in production environment.

2.1.6 ASSESSMENT- ADVANCED

Once County of Monterey is complete with the Deployment phase and in production with TeleStaff, they proceed to the Advanced phase. The TSG PM assists the County of Monterey Patrol project team and Jail project team to prepare for assessment, planning, solution build, testing and supports County of Monterey team with issue resolution to deployment of intelligent staffing functionality.

TeleStaff Solutions Group Responsibilities	Customer Responsibilities
TSG PM schedules a call to initiate discussions between Project Sponsor and TSG PM regarding the project goals, objectives, and implementation overview. The TSG PM schedules the project plan and weekly status calls to review: • Project Scope • Project Schedule • Implementation Process • Project Team Roles and Responsibilities • Implementation Process • Staffing Process Diagrams • Configuration Training • Testing and Training Strategy	Identify a project sponsor and project lead. Sponsor participates in an introduction call. Secure customer project team resources. Participate in the project plan call. Review implementation and training guides. Review technical requirements. Deliver hiring strategy and minimum staffing documentation for solution build and testing scripts.

2.1.7 SOLUTION BUILD - ADVANCED

TSG assists project team in building the solution according to County of Monterey's business process and rules.	
TeleStaff Solutions Group Responsibilities	**Customer Responsibilities**
PM leads project team on configuration of intelligent staffing functionality of TeleStaff at TSG training facility in Irvine, CA. Train the trainer to review intelligent staffing functionality and usage for the project team.	Patrol project team and Jail project team attend 5 day configuration training at TSG training facility in Irvine, CA. Configure intelligent staffing functionality via remote connection to department's production server or on a copy of the production database. Customer applies the acquired configuration knowledge and completes solution build tasks in their environment.

2.1.8 TEST & CERTIFY- ADVANCED

TSG supports County of Monterey project teams (Patrol and Jail) testing of the configuration, resolves all critical open issues, and plans deployment of new functionality.	
TeleStaff Solutions Group Responsibilities	**Customer Responsibilities**
Support project team testing efforts via web conferences.	Finalize Test Plan with appropriate resources to test the configuration. Make configuration changes based on testing results. Certify configuration meets business requirements.

2.1.9 DEPLOY & SUPPORT - ADVANCED

TSG helps County of Monterey project teams (Patrol and Jail) transition intelligent staffing functionality to the production environment.	
TeleStaff Solutions Group Responsibilities	**Customer Responsibilities**
Web conference to prepare database for production of intelligent staffing functionality. After testing of intelligent staffing functionality is stable, County of Monterey is transition to TSG Global Support.	Develop training materials and roll out plan. Set up training environment. Conduct staffer training classes. Import legacy data, if applicable. Use TeleStaff in production environment for overtime backfilling of vacancies, and special duty assignments