Report on Agency Succession Planning & Leadership Training

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Washington State Department of Transportation

On behalf of the Washington State Department of Transportation (WSDOT), this report summarizes the critical work completed by WSDOT in support of ESB 5096 Section 217 (2), provided solely for succession planning and leadership training.

Background:

As of October 31, 2018, WSDOT had 7,013 permanent full-time employees. Agency-wide, 42% (2,770) of these employees have the "possibility" of retiring by 2022 and 20% (1,282) are considered "probable" to retire. The forecasts are based on employee age, retirement plans and years of service. "Possible" refers to those eligible to retire with reduced or full benefits. "Probable" refers to employees eligible to retire with full benefits. A large percentage of these projected departures will occur in higher-level positions with employees that have a profound knowledge of the organization and in leadership roles.

As employees retire, WSDOT faces a significant challenge—hiring, retaining and developing the knowledge of a skilled and trained workforce. Knowing this risk, WSDOT has sought to create a robust and inclusive leadership development program that considers the full spectrum of the employee experience, from entry level to executive. This leadership development program will identify and further develop talented employees who show the potential to progress and assume key management positions in the future, based on their performance. Overlooking the value of cultivating our own in-house talent can be a critical mistake. Leadership programs not only ease the chain of succession, a good program also makes employees more connected and engaged to the organization. This opens up opportunities for knowledge transfer across the agency while supporting the Governor's directive to be an Employer of Choice.   Additionally, this leadership program supports primary aspects of building a great agency culture, highlighting opportunities for growth and development, which is a compelling recruitment tool for sourcing new talent outside of the agency.

Identifying leadership needs:

On July 1, 2017, WSDOT dedicated one position to focus on developing and coordinating a leadership program for the agency. Over the last 18 months, this dedicated resource has been working to engage and gather information from internal and external stakeholders and partners to develop a leadership training structure.

Because of this funding, WSDOT was able to achieve the following results:
- WSDOT has set a goal of providing leadership training to 500 employees by 2019. As of the writing of this report, over 1,041 employees statewide have enrolled, attended, or are scheduled to attend one of WSDOT's leadership training events. This group of employees includes employees interested in developing leadership skills, entry-level supervisors, mid-level management and executive management.

- Identified leadership needs and competencies by meeting and facilitating with agency Executives, HR Managers, internal stakeholders and external agency partners. Through these strategic, facilitated discussions it was determined the agency does not have a strong pipeline of leadership talent in the current state with existing staff, and investment in employee development is not only necessary, but critical to WSDOT's future workforce
- Because of these facilitated discussions with internal and external leaders and subject matter experts, a five-track leadership development structure called *Learn Forward* is currently under way. This opportunity allows all WSDOT employees – regardless of level or position – to develop leadership qualities to improve internal communication, cooperation and workflow while empowering an individual's professional development.
- Partnered with Department of Enterprise Services (DES) to align WSDOT's proposed structure with leadership development initiatives occurring at the enterprise-level. This has helped employees connect WSDOT's training model to the statewide leadership development program. The alignment will ensure competencies are clear and consistent for an employee to develop and progressively move across all state agencies. This collaborative partnership has also helped to share resources and explore other areas of opportunities and cost-savings across agencies.
- Created the Learn Forward program's framework, set delivery milestones and worked with internal and external staff to create an effective marketing campaign that would appeal to current and future employees. This will ultimately increase engagement and retention of the employee, in turn strengthening the workforce of the future.

LEARN FORWARD

TRACK 5
EXECUTIVE ONBOARDING

TRACK 4
LEADING ORGANIZATIONS
(COMING IN 2019)

TRACK 3
LEADING TEAMS
(COMING IN 2019)

TRACK 2
LEADING OTHERS
(COMING IN 2019)

TRACK 1
LEADING SELF

Join WSDOT's new 5-track leadership training program.   WSDOT

The training principles & learning outcomes identified for each phase include:
- **Leading Self (Launched August 2018):** Increases self-awareness to facilitate the personal growth needed to lead others; mindfulness. Within the first four months, learners have begun the four-phase path of leading self. The learning outcomes are:
  - Build relationships;
  - Communicates effectively;
  - Accountability and responsibility;
  - Basic delegation and prioritization.
- **Leading Others (Scheduled to launch December 2018):** Understands responsibility as a supervisor and has knowledge to carry those responsibilities. Has competence and confidence to lead and support a collaborative and inclusive team environment focusing on people and results. Builds trusting relationships inside and outside the organization. The learning outcomes are:
  - Fosters teamwork and collaboration;
  - Public speaking;
  - Crucial conversations;
  - Budget and program knowledge;
  - Demonstrate support for staff.
- **Leading Teams (Scheduled to launch by August 2019):** Fosters a learning environment that enables employees to do their best work every day. Engages staff to seek creative solutions, continuously improve and see the connection of their work in accomplishing the goals of the agency. The learning outcomes are:
  - Leads and navigates change;
  - Develops people;
  - Fosters learning;
  - Navigating political environments;
  - Organizational ownership.
- **Leading Organizations (Funding will determine launch date):** Leaders who contribute through their team's success and strengthen the agency's workplace culture through modeling and championing agency values in their daily work. The learning outcomes are:
  - Legislative and political awareness;
  - Models and champions agency culture and values;
  - Drives results;
  - Change agent;
  - Leading multiple teams across boundaries;
  - Embraces and embeds inclusion in decision-making;
  - Master communicator;
  - Succession planning foresight.
- **Executive Onboarding (Funding will determine launch date):** A growing pipeline of skilled senior managers and developing leaders who are committed to serving the people of Washington State. The learning outcomes are:
  - Makes things happen as a public servant;
  - Cultivates a shared, strategic vision;

- Identifies challenges and opportunities through interactions with political leaders and legislative staffers;
- Influential and inspirational Leadership.

- Developed the first track within the leadership series titled, "Leading Self." This track is a blended learning experience allowing employees to take advantage of the agency's online learning environment, as well as internal and external instructor-led courses. The organization has received feedback that this training gives them a greater understanding of what the agency is trying to achieve and they feel more connected to the agency's mission as a result. Employees, at all levels and within all disciplines, will have the opportunity to access this track. This is a four-phase self-guided program designed to increase self-awareness and provide valuable skills to foster teamwork, collaboration, build relationships and communicate effectively.

    o **Phase 1** orients employees to the agency, and provides information about strategic plan goal areas, policies and mandatory training.
    o **Phase 2** provides training relevant to agency core training principles identified for all employees.
    o **Phase 3** allows learners to customize their leadership journey by selecting courses relevant to their professional growth.
    o **Phase 4** provides learners a series of instructor-led trainings aligning with enterprise leadership principles and competencies. Course requirements must be completed for each phase before advancing to the next phase.
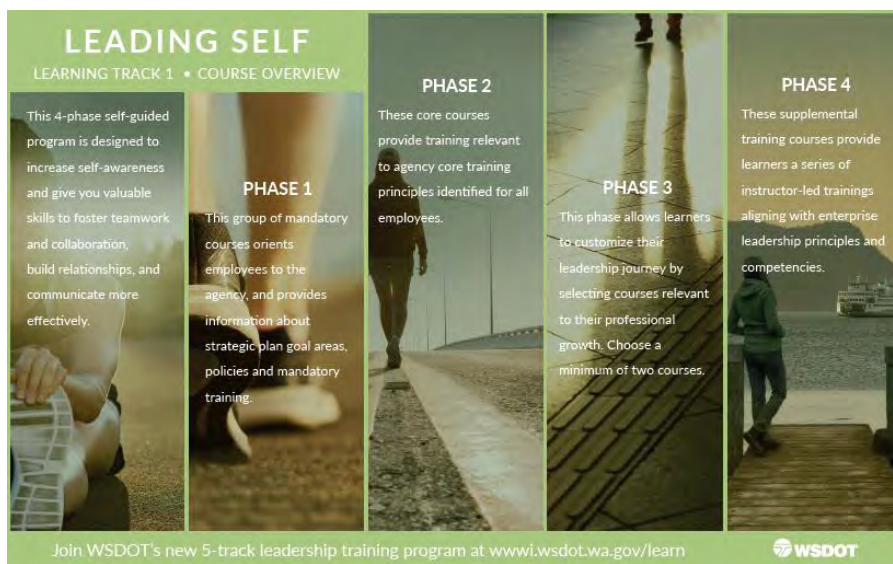
- Identified leadership gaps WSDOT will face due to retirements, attrition, future organizational structures and business needs. This analysis has proven critical to identifying short and long-term staffing needs in order to ensure we have the right leaders in place to meet the priorities of the future.

- Established relationships and interfaced with vendors and internal subject matter experts to develop a plan to administer modern learning and development technology. WSDOT worked in partnership with DES to submit a decision package to pilot a new Learning Management System. The feasibility study, completed on September 30, 2018, and attached to this report, resulted in a decision package being submitted by DES and included in the Governor's budget. This position will be needed to facilitate a smooth execution, assignment and tracking of program activities.
- Led and coordinated efforts to increase percentage and value of the Employee Engagement survey, including leading the efforts of creating and implementing a statewide plan to increase employee participation. The agency made an internal goal to increase the percentage from last year's 47% participation rate to 50%. The efforts led by this position helped the agency exceed this year's goal by reaching 70% participation rate. The feedback collected from this survey will influence the development of Learn Forward.

Scheduled for Next Year:

The investments the legislature has made thus far has allowed us to make significant progress in understanding our training gaps and developing a leadership training program, however there is still much work to be done over the next several years. The department will continue to refine and implement strategies that will improve succession planning, employee value proposition, reduce attrition rates and enhance operational efficiency. Continuing this work is vital to the development, implementation and overall success of a recognized Leadership Program for the agency. The future state following implementation will be important for the program to be sustained and maintained in order to stay current and provide a modern and effective employee-learning environment. It is critical to the future of WSDOT's workforce to be appropriately and continuously developed as it is the biggest asset and resource of the organization. Effective training designed specifically to meet organizational demands is something that has been identified as a need within the organization. In addition, this proposal would provide WSDOT with the adequate resources needed to not only build and implement the program, but also work with external stakeholders within the enterprise to evaluate and acquire a learning management system that can effectively support and sustain a WSDOT Leadership Development program of the future.

Sustained, long-term funding will further the program by:

- Measuring and analyzing the results of the Leading Self track. There are specific reflection steps incorporated into the learner's experience where they are able to provide feedback on their satisfaction of the course and applicability within their current role at WSDOT. The agency will take appropriate steps to improve the track based on the feedback of the learners.
- Working with the WSDOT Communications staff and external partners to market and brand the program. This includes leading the development of marketing materials and a communication plan that can be used to educate and inspire internal employees. This includes materials that
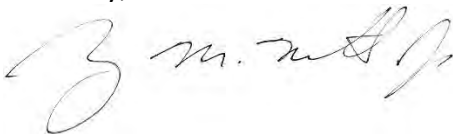
can be used for recruitment related purposes so WSDOT can remain competitive as an employer of choice and motivate candidates to apply.

- Facilitating internal and external subject matter experts to create training schedules and coordinate logistics of how coursework and knowledge transfer can support a well-orchestrated, holistic and inclusive approach to employee development.

- Continuing to research and develop the other four leadership tracks – Leading Others, Leading Teams, Leading Organizations and Executive Onboarding. A communication plan will be developed for each of these tracks as they are prepared for implementation. Similar to the Leading Self track, these higher-level tracks will include reflection steps in order to capture the learner's feedback and maintain a constant process of keeping the materials current and applicable.

- Partnering with other external agencies and community partners will be imperative as cohorts, mentoring and job rotations are explored as options for another style of development. This will occur as the development of the tracks progresses.

- Leading efforts in developing an Employee Engagement program based off of the feedback collected from the survey. This program will involve statewide facilitation at many different levels to be able to meaningfully react to the results of the annual survey and measure the results of the efforts implemented. Employee Engagement is one focus area of WSDOT's Workforce Development goal and important for the State of Washington to remain an employer of choice. Funding will help secure resources to develop and adequately support this program for WSDOT.

Leadership development is imperative to successfully prepare our workforce for the future. The quality of this program is also critical to retain our current workforce as well as stay competitive as an employer of choice. Development at all levels is essential to create and maintain a highly efficient and effective organization. Additionally, this program supports WSDOT in building and sustaining a workplace culture that focuses on performance, accountability and results. Training for leadership strengthens our organization and provides continuity of operations to best serve the citizens of Washington State.

Please contact Jeff Pelton, Director of Human Resources and Safety, at (360) 705-7042 or PeltonJ@wsdot.wa.gov if you have any questions regarding the department's Succession Planning & Leadership Training.

Sincerely,

Roger Millar, PE, FASCE, FAICP
Secretary of Transportation

Attachment: DES Learning Management System (LMS) Feasibility Study, September 2018

Washington State
Department of Enterprise Services

LMS Feasibility Study

Created by: Joint effort between Washington State Department of Enterprise Services
              and OTB Solutions

Sponsors: Michaela Doelman, Washington State Department of Enterprise Services
              Dawn Tatman, Washington State Department of Enterprise Services

Date: September 30, 2018

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Executive Summary

The mission of the Washington State Department of Enterprise Services (DES) is to deliver innovative, responsive, cost-effective, and integrated solutions and services to meet the diverse needs of its customers.

Currently, DES supports an enterprise-wide Learning Management System (LMS), SumTotal Maestro. All state agencies use the enterprise LMS for mandatory and elective online training (eLearning), registration for instructor-led training (ILT), certification tests, and documentation of compliance with policies. The LMS has over 75,000 active users, manages over 26,000 classes annually, tracks close to 70,000 course completions per month, and stores more than 8 million training records. This application serves over 200 customer organizations including executive branch agencies, the Legislature, the Judicial branch, higher education, boards and commissions. The LMS is the system of record for training for the State.

The purpose of the enterprise LMS is to provide an enterprise-wide, customer needs-driven solution, and to ensure that the technology supports its stakeholders' businesses. It is evident that the current system is increasingly obsolete and that enterprise needs have clearly outgrown its capabilities. With its limited capabilities, this application has been managed for 9 years with a focus on customization and accommodation of unique customer needs, as opposed an enterprise-focused approach. Continual customization has resulted in numerous "one-off" configurations, as well as customizations that are impeding the application's overall development. There has been little effort toward creating and following standardized enterprise processes, or foundational activities such as establishing naming conventions or routine data clean-up, further fueling the ongoing need for unique configurations and customizations. Maintaining the status quo will lead to increased operational risk and could potentially result in the ultimate failure of the system.

Though the current vendor has worked with WA state to address some of the issues, the current application (SumTotal Maestro) is intended for small to medium organizations, and there are functionality requirements which cannot be solved without replacing the system with a modern platform designed for large, complex organizations.

Discussions with LMS and HR representatives from various state agencies clearly showed this technology and customer-needs gap would continue to grow. Because of this, DES sought approval with the OCIO to purchase a new LMS. To ensure the most cost-effective and business suitable option was selected, the OCIO requested DES to first perform a feasibility study to determine the best course of action. DES engaged OTB Solutions to work with DES to create this study.

The study intent was to consider three possible directions for DES:

1. Continue to use the current LMS and attempt optimizations where possible;
2. Upgrade the system by migrating to the current vendor's state-of-the-art LMS package;
3. Completely replace the LMS with a state-of-the-art LMS from a different vendor.

The recommended course of action is for DES to obtain funding from the State of Washington to support an upgrade to the current vendor's state-of-the-art system, SumTotal Learn.

This feasibility study speaks in detail on the following pages about the current state, the options considered, the approach used to conduct the study, and the results supporting this recommendation.

Current State

Environment

Washington State desires to grow critically needed skillsets across Washington agencies while ensuring compliance with mandated state and federal training through staff use of an enterprise Learning Management System (LMS). All state agencies use the enterprise LMS for mandatory and elective online training (eLearning), registration for instructor-led training (ILT), certification tests, and documentation of compliance with policies.

The current SumTotal Maestro LMS system has 75,000 users across 200 organizations and hosts 70,000 course completions per month (840,000 per year). It stores over 8 million training records for WA state employees and citizen LMS users and is the current "system of record" for training in WA State.

Unmet Business Needs

As agency use of the LMS has expanded over the past ten years, problems with the LMS have increased for customers, support staff, and its limited technical capabilities, resulting in the following organizational concerns:

Security concerns
All 260 LMS administrators have enterprise-level configuration and course assignment access. Due to limited system controls, administrators are able to change or delete eLearnings, even those belonging to different agencies. The inability to limit access has resulted in enterprise-level impacts, with the most recent example resulting in 1,500 users being "kicked out" of an e-learning and subsequently having to retake the entire 2-hour course. The current system provides no traceability or audit capability to determine the source of these mistakes or prevent them from occurring again. These errors result in transcript inputs that cannot be corrected on the official system of record.

Technical environment concerns
Inadequate staging and test environments lead to some configurations being made in a production environment without adequate testing and training, which also leads to system bugs that are not discovered prior to being pushed out to agency customers and citizen users of the system. This creates widespread disruption to identify and resolve across all customer groups.

Compliance concerns
Inadequate reporting and dashboard capabilities limit the ability to sufficiently manage compliance-related worker training, including inadequate auditing and reporting capability, including situations that warrant legally defensible course completion documented by the system. Leaders express concern over the increased risk exposure this creates.

Learner concerns
As system errors increase, learners' non-productive time spent redoing hours of training because the LMS system did not document the learner's completion for the assigned course. Many customers have also reported their dissatisfaction with the unintuitive and unfriendly user interface, inability to confirm course choices that lead to errors and increased technical support needs

LMS Administrator concerns

Customers report strong dissatisfaction due in part to inadequate system performance (slowness), which makes basic functions like managing class roster and tracking attendance impractical due to delayed system responses and time outs. This has resulted in most customers/leaders implementing elaborate workarounds, duplicate processes, standalone tracking spreadsheets, and even external IT solution development to track data and compliance information. In addition, many have created labor-intensive workarounds to meet their business needs for complex training structures not available through the current system. The lack of content filtering also means every agency administrator must sift through the thousands of courses available to all agencies to locate and assign the desired item to a user. It is reported that these system shortcomings result in more than 10 hours per week of duplicate or extra work for them. Agencies pay a portion of the system licensing cost and are dissatisfied that it is unable to support multiple course formats (e.g. web, instructor led), in addition to other highly valued system functionality.

Technical concerns

Technical support continues to diminish as the gap of the system capabilities continues to grow between emerging technologies. The system is no longer fully supported by the vendor and is not available on all internet browsers like Microsoft Edge and some versions of Internet Explorer, causing further customer system problems. The architecture of the system shares servers among all SumTotal Maestro customers, creating severe lag time for all WA users; for instance, it can take hours to complete simple routine tasks. In addition, the system does not support automated password change reminders, and most users have never changed LMS system passwords. This is out of compliance with current policies for user accounts.

Support concerns

Sixty-five percent (65%) of DES help desk tickets are for LMS support, even though DES supports 150 applications. The current LMS causes an unsustainable technical support model that compromises the team's ability to respond to help requests in a timely manner, provide adequate training, and maintain current system documentation. DES has attempted to mitigate this concern by cross-training additional IT support staff and creating a mentor program resourced by the LMS Advisory Board. In spite of these efforts, the system support needs and backlog continue to grow. Taking advantage of new features released in the application (bringing additional functionality and enhancement requests) have been delayed or even prevented because the support team is unable to adequately prepare our customer base to adapt to these changes. Additional potential internal and Extended Enterprise customer growth has been deliberately curtailed or excluded.

Call for Action

The current system vendor has worked with WA state to address some of the issues, however, since the system is intended for small to medium organizations, some of the problems cannot be solved without replacing the system with a modern platform designed for large, complex organizations.

After talking with LMS and HR representatives from more than 50 state agencies, it became increasingly clear this technology and customer-needs gap would continue to grow, and DES sought approval with the OCIO to purchase a new LMS. In order to ensure the most cost-effective and business suitable option was selected, the OCIO first requested DES perform a feasibility study to determine the best course of action.

Assessment

Options Considered

The Department of Enterprise Services engaged several state agencies and an outside consulting group to conduct a feasibility study of the LMS. The study evaluated the viability and associated impacts of three system approaches:

1) <u>Do not change the system</u> - continue to use the current LMS system and optimize the way it is used across Washington
2) <u>Upgrade the system</u> – migrate the vendor's current LMS version designed for complex organizations
3) <u>Replace the system</u> – Replace the current system with a new LMS solution from a different vendor

Feasibility Study Approach

The feasibility study included assessing each of the following components:

- **System demonstrations** – System demonstrations from six different vendors were conducted between March and July. Leading LMS vendors who provided in-depth system demonstrations include The Bridge, SAP SuccessFactors, Saba, Cornerstone, NeoGov, and SumTotal.

- **Stakeholder input** – All agencies assisted in drafting the script used for vendor demonstrations. All agency LMS administrators were invited to participate in vendor demo sessions, and evaluations were collected from stakeholders after each demonstration. Stakeholder ratings and feedback was gathered from 73 participants from 22 different organizations. Representative agencies included Department of Corrections, Department of Social and Health Services, Labor and Industries, Health Care Authority, Department of Transportation, Department of Natural Resources and 16 other agencies participating in the LMS demonstrations.

- **Stakeholder interviews -** In addition to participating in system demonstrations, more than 50 customers were interviewed during in-depth listening sessions about the current LMS and its overall support. The Office of Financial Management, the team that runs the DES Training Center, and DES' Enterprise Technology Support teams were also engaged to ensure their needs were represented. In addition, a comprehensive review of all system help tickets received over the past year gave DES a better understanding of the types of problems encountered by customers in the current LMS.

- **Validation of business requirements** – Nine representative agencies sent 30 representatives to six different requirements validation sessions. During these sessions, technical features, usability, reporting, learner management, training delivery and management requirements were prioritized. Results were analyzed to ensure stakeholder needs were adequately represented.

- **Evaluation of technical implications** – Following business requirements validation sessions, technical resources from six agencies participated in evaluating 25 areas where technical impacts should be considered, including access methods and controls, data exchange, IT operations support & policy, technical infrastructure, and additional considerations such as OCIO/WATech priorities.

- **System capability assessments** – Once all stakeholder/customer requirements and technical implications were assessed and prioritized, each LMS that had been demonstrated was rated against those requirements to determine what degree of capability each system had, whether it was *Fully Capable* of meeting requirements, *Capable with Workarounds*, or *Not Capable* of meeting WA LMS' customer requirements.

- **Marketplace Survey** – All six vendors who demonstrated their LMS were surveyed to collect general information about system implementation and data migration approach, licensing structure, implementation costs, system support models, training, and customer base.

- **Industry Standing** – Reports from four independent 3rd party learning industry experts were reviewed to provide additional objective validation on rankings of LMS vendors. Gartner, Fosway and Nexus all rank the flagship SumTotal application as a Leader, or Industry Challenger when it comes to supporting large and complex organizations.

- **Customer Base –** The largest other customer on our current LMS (SumTotal Maestro) is Ace Hardware, with an end-user base that is less than 10,000. By comparison, the University of California system, which is as complex as the State of Washington, has over 200,000 end-users on their instance of the state-of-the-art SumTotal platform (SumTotal Learn).

Results

Summary

Aggregated results of all feasibility study and stakeholder feedback activities indicated that SumTotal was the most viable LMS selection across all areas assessed, and included the following considerations:

- SumTotal Learn meets <u>all</u> validated business and compliance-related requirements

- Overall migration risks and timeline are reduced by using the current vendor due to the complexity of migrating 8,000,000 training records and 26,000 classes

- Overall time-to-value (system in use) is significantly reduced:

  o SumTotal already being approved as a Learning System vendor, therefore no RFP development, review and selection process is needed

  o SumTotal has already passed the Office of Cybersecurity Review, as its shared system architecture is in place for DOTs Talent Management system.

- Significantly lower cost to implement and maintain SumTotal System

  o SumTotal waived all one-time implementation fees, valued at over $200,000, provided that all sites launch the new system on a discrete date (

  o SumTotal waived all subscription services fees, valued at over $150,000

  o LMS administrators and SumTotal support team have business relationship, common language and overall system understanding, drastically reducing the overall learning curve to support the new system.

- Comparative study of all LMS vendors system capabilities, compliance capabilities, demo ratings, and overall cost resulted in SumTotal as the logical, financial, and customer-based decision.

LMS Components Assessed	Top Score	SumTotal's Relative Scores
System Capabilities Scores	SumTotal	.025 above Cornerstone
Compliance-Based Capabilities	SumTotal	Tied with Cornerstone
Stakeholder Demo Ratings	Saba	0.5 point below Saba
Marketplace Survey	SumTotal	7 points above Saba

Table 1-SumTotal Outcomes on Feasibility Study Components

Component Ratings

Business & Functional Requirements

SumTotal received the top score for system capabilities that met stakeholder validated business and functional requirements as a result of the following requirements validation activities:

- All existing DES documentation was reviewed, including a partial RFI, notes from various stakeholder interviews, feedback on vendor demos, a list of features demonstrated at the vendor demos, results of internal, informal surveys and features list from various sources.
- A comprehensive list of features and requirements was developed.
- Impacted stakeholders participated in reviewing, and prioritizing their required functionality
- Based on vendor demos and other inquiries, a numerical rating was attributed based on the degree to which each requirement was met/not met.
- Vendor system capabilities were assessed based on this numerical score.
- SumTotal and Cornerstone received the highest ratings for this category:
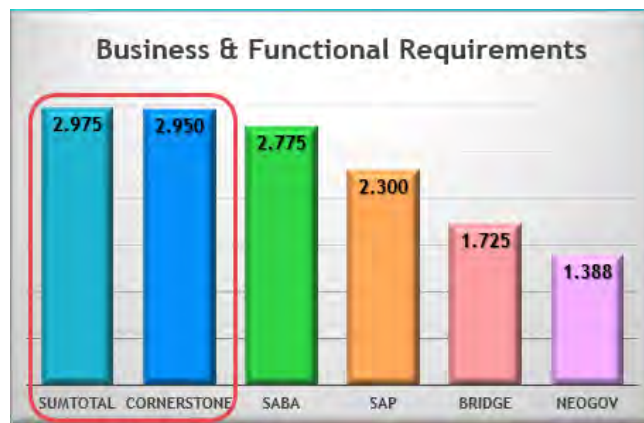
Compliance-Based Capabilities

SumTotal tied with Cornerstone for the top score when measuring compliance-based capabilities such as accessibility, audit trail, and security features:

- Each system was evaluated to determine the degree to which it met/did not meet WA compliance needs
- SumTotal and Cornerstone received identical ratings for this category:
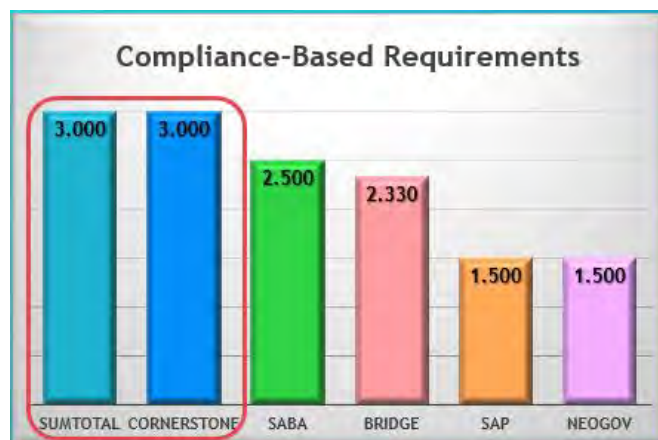
Marketplace Survey

SumTotal received the top score on the marketplace survey based on licensing structure, implementation costs, data migration approach and support model.

- A set of questions were developed collaboratively with DES Contracts Staff to ensure no impact on future procurements or this feasibility study.
- All six vendors who demonstrated their system were surveyed about licensing approach, support models, migration activities and implementation approaches.
- Each vendor's response was ranked by total score:
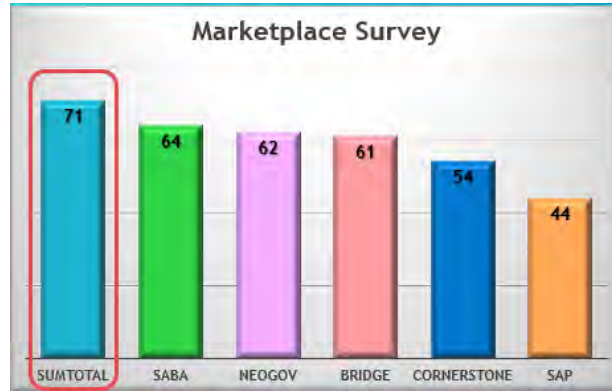
Stakeholder Demo Evaluations

Stakeholder demo feedback placed SumTotal's score within ½ point of the top-scoring system, with very little variation between stakeholders' assessments of each vendors' product.

- Stakeholder demo feedback was gathered from 73 participants from 22 different organizations across six different vendor demos.
- A standardized script was provided to each vendor for their session, and participants rated each section on a 5-point Likert scale based on their assessment for each rated item, including user interface, learner management functionality, manager features, course management functionality, analytics and reporting, and instructor interactions.
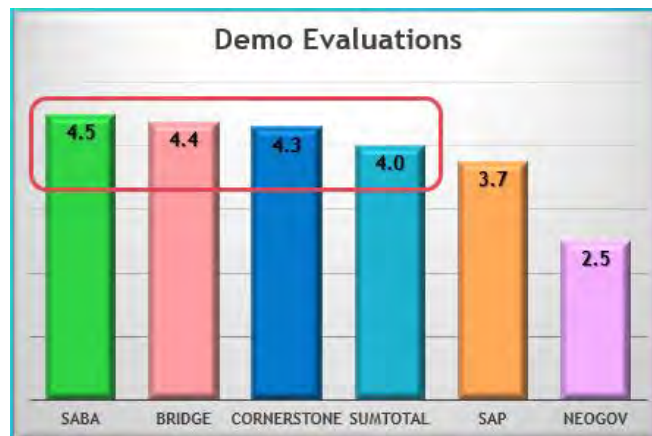
Proposed Solution

Solution Design & Deliverables

The proposed approach involves cloud-based COTS solutions with system configuration versus coding customizations, and an open API architecture. Recommendations also include implementation of a one-way data feed(s) from HR/IT system(s) to automate user account management.

SumTotal has expansion modules for talent management, onboarding, and other performance management capabilities. The proposed solution furthers strategic plans by integrating components, reusing already-collected data, and positions the department to be in alignment with the long-term goals of the OneWashington project for integrated human capital management.

Project Management & Organization

The LMS upgrade project would include several levels of project governance, including executive sponsorship and steering committee leadership through a new enterprise LMS Executive Steering Committee. These leaders would receive regular status reports and be empowered to make decisions impacting the project and to remove any barriers to progress. An external QA resource would ensure project quality and effective risk management.

In addition, the existing state-wide LMS Advisory Group would evaluate and recommend standards and resolve issues associated with the maintenance and routine updates of the LMS system. The Project Team, including sub-workgroups focused on specific tasks like training, testing, data clean-up, etc. would be comprised of agencies' key LMS stakeholders, providing design and implementation input as the system is configured user interfaces designed, technical decisions considered, processes standardized, and data migration decisions made.*

DES remains the business owner of the enterprise application and has the responsibility to represent all stakeholders regardless of size. Because of this, DES retains final decision-making authority with regard to the enterprise LMS. One of DES' pillars is Customer Satisfaction. This means customers are frequently interviewed using the Listening to Understand methodology and different facilitation techniques to ensure stakeholder involvement.
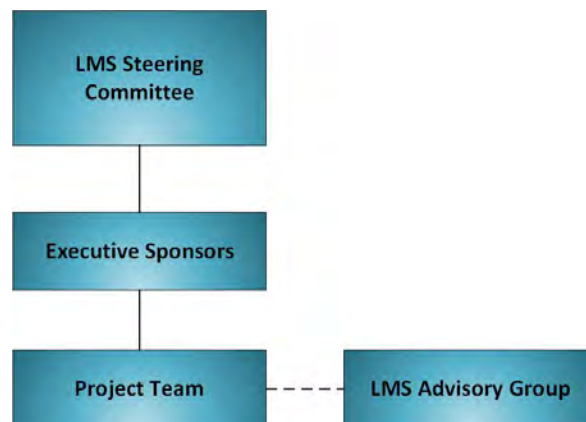
*Project resource details are outlined in the cost model as part of the Decision Package & IT Addendum.

Estimated Timeframe & Work Plan

The overall SumTotal Learn system upgrade would be anticipated to cutover to the new platform in the spring of 2020, followed by a 90-day stabilization period, with the following proposed high-level timeline:
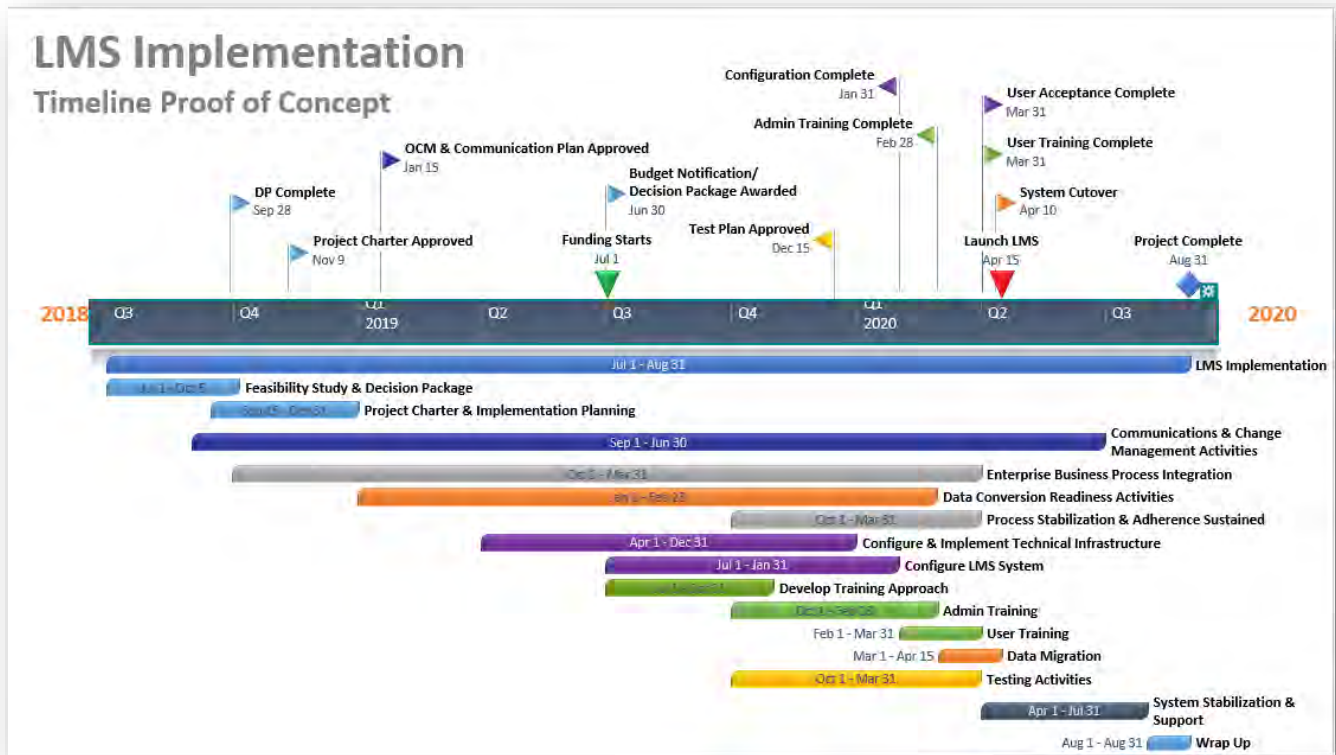
Major efforts and key deliverables required to meet this overall implementation target include the following workstreams and proposed timelines:

- **Integrated Organizational Change Management (OCM)** – develop OCM plan and identify agency-level change coordinators (stakeholders) who will lead efforts to reduce resistance to the LMS upgrade through communications, implementing two-way feedback loops, building LMS capabilities/skills, contribute to go-live support plan development, and participate in organizational readiness activities.
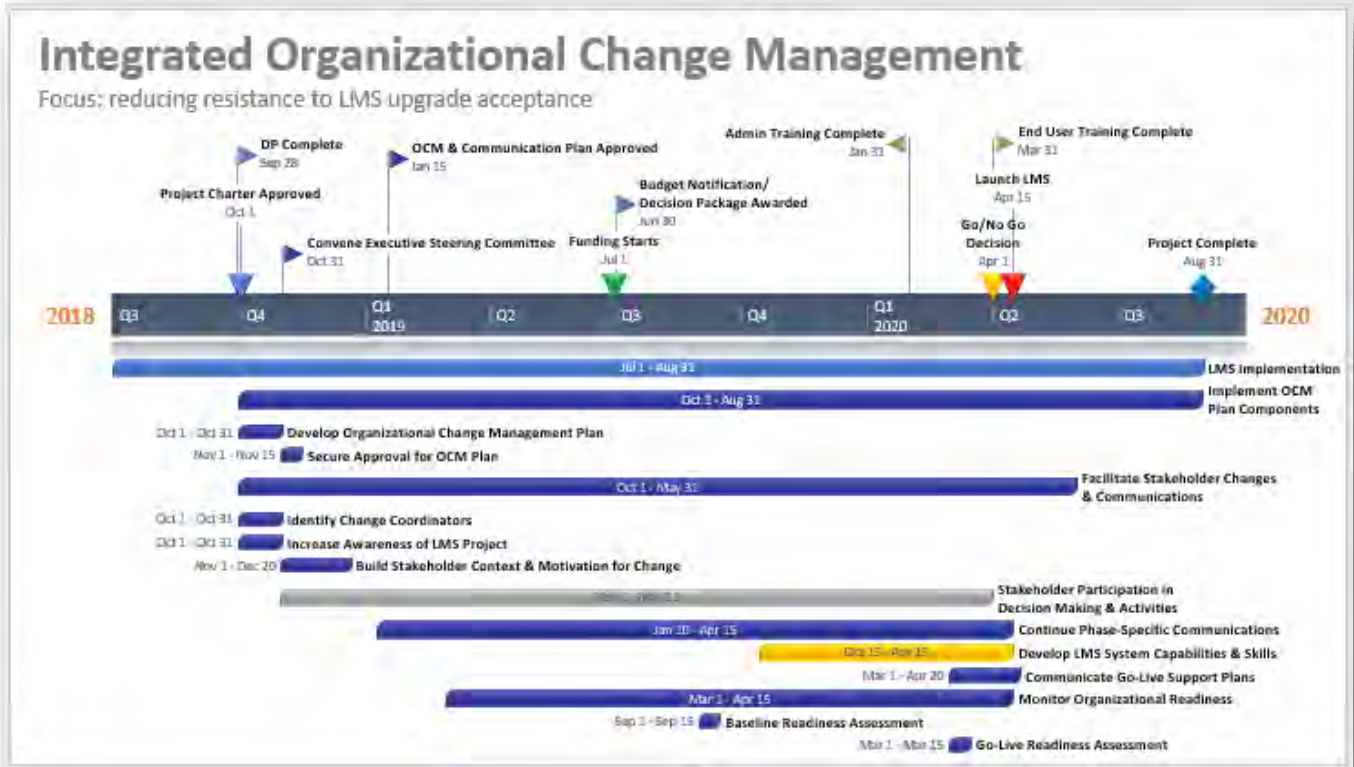
- **Enterprise Business Process Integration** – standardize key processes to enable enterprise-level LMS system implementation, to include process discovery, roadmap development, chartering enterprise process integration initiatives, developing supporting documentation, training, and monitoring of adherence to new these key processes.

Enterprise Business Process Integration
Focus: standardizing key processes to enable enterprise-level information system
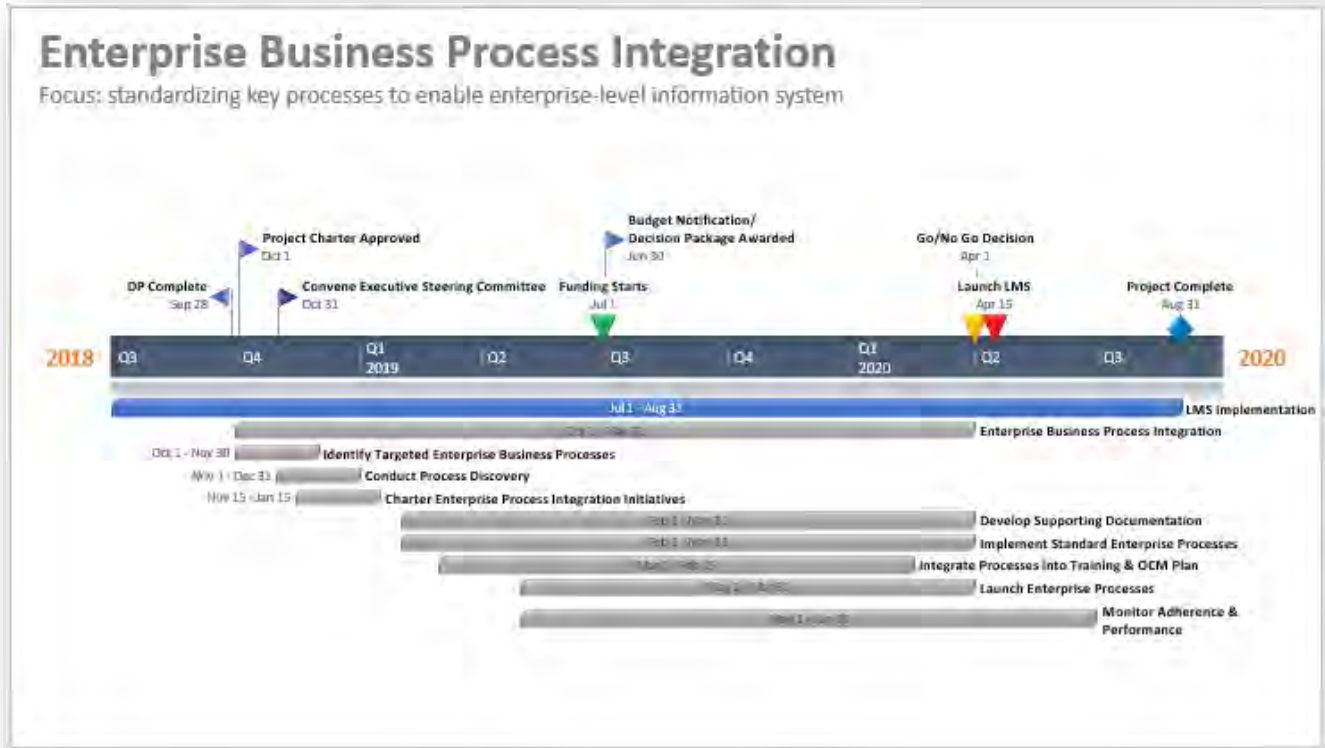
- **Data Conversion & Migration** – agency and enterprise-level readying/cleanup of user completion history, organizational data, forms, and curricula for migration, including data mapping and standardization of data fields, data integrity testing, and data conversion/migration.

LMS Data Conversion/Migration

Focus: migration of needed user completion history, organizational data, forms, and curricula structure into new system
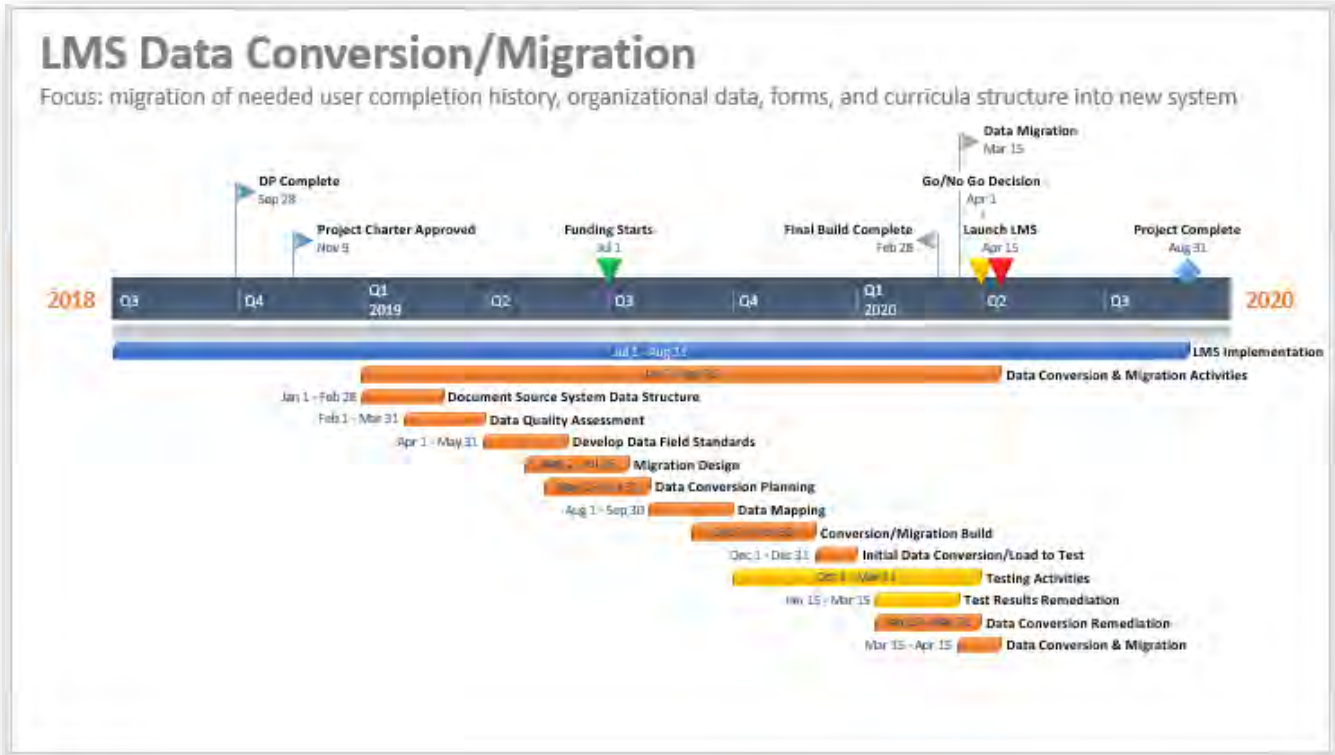
- **Configuration** – setting system options to enable needed system functionality to support enterprise learning needs, including configuration workshop participation and extensive testing activities.

LMS Configuration
Focus: setting system options to enable function as needed to support enterprise learning needs
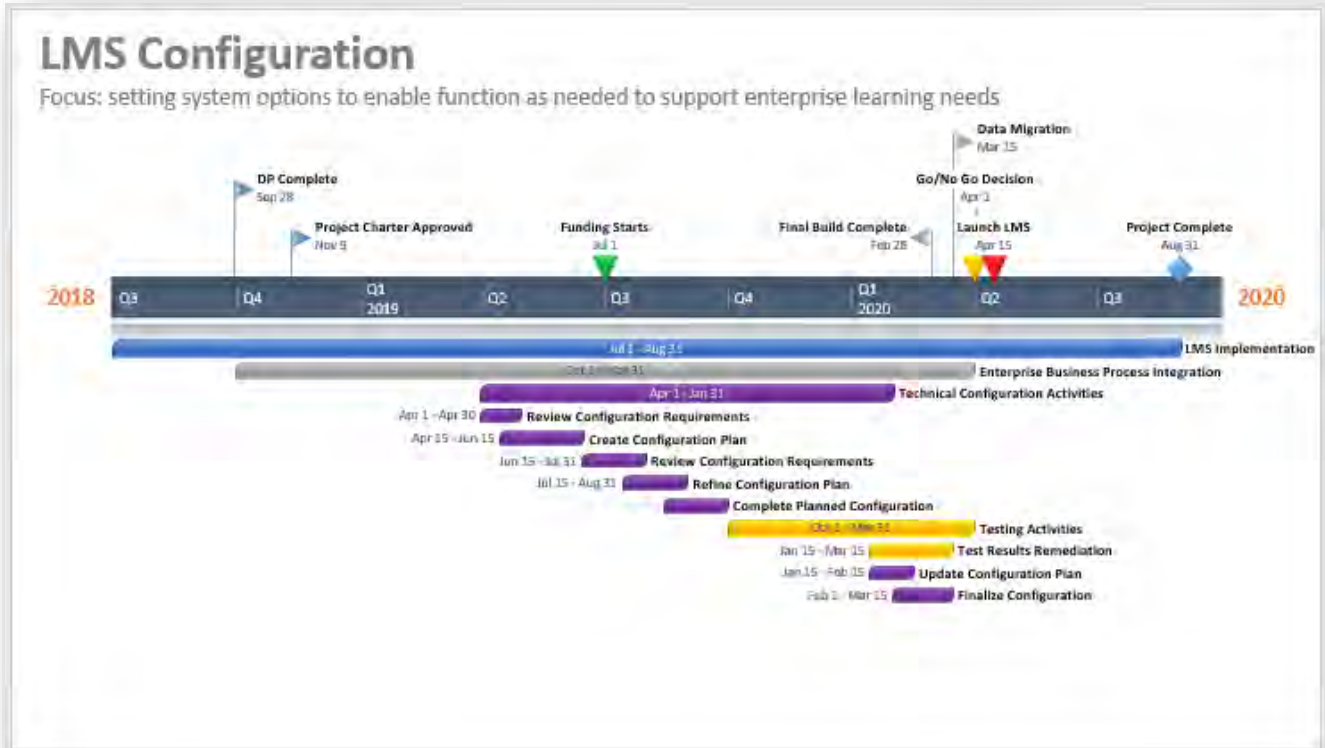
- **System Testing** – ensuring system settings and data integrity function as expected, including system configuration, data migration, user account management and other business processes, and user acceptance testing for the new system.
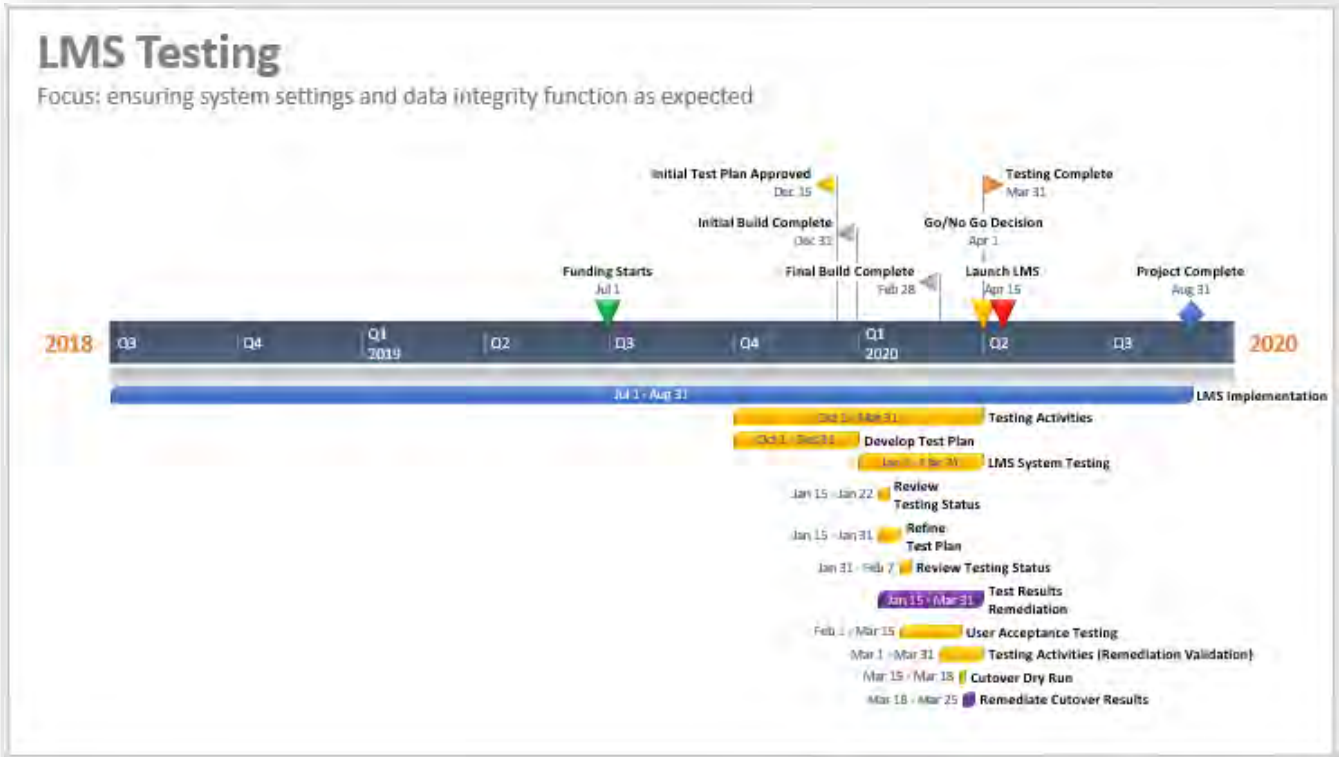
- **Administrator & User Training** – ensuring users and system administrators know how to use the system, based on individual roles and responsibilities. This includes curriculum development, developing training approach, scheduling training for admins and users, developing and delivering ILT and elearning modules to support use of the new system.
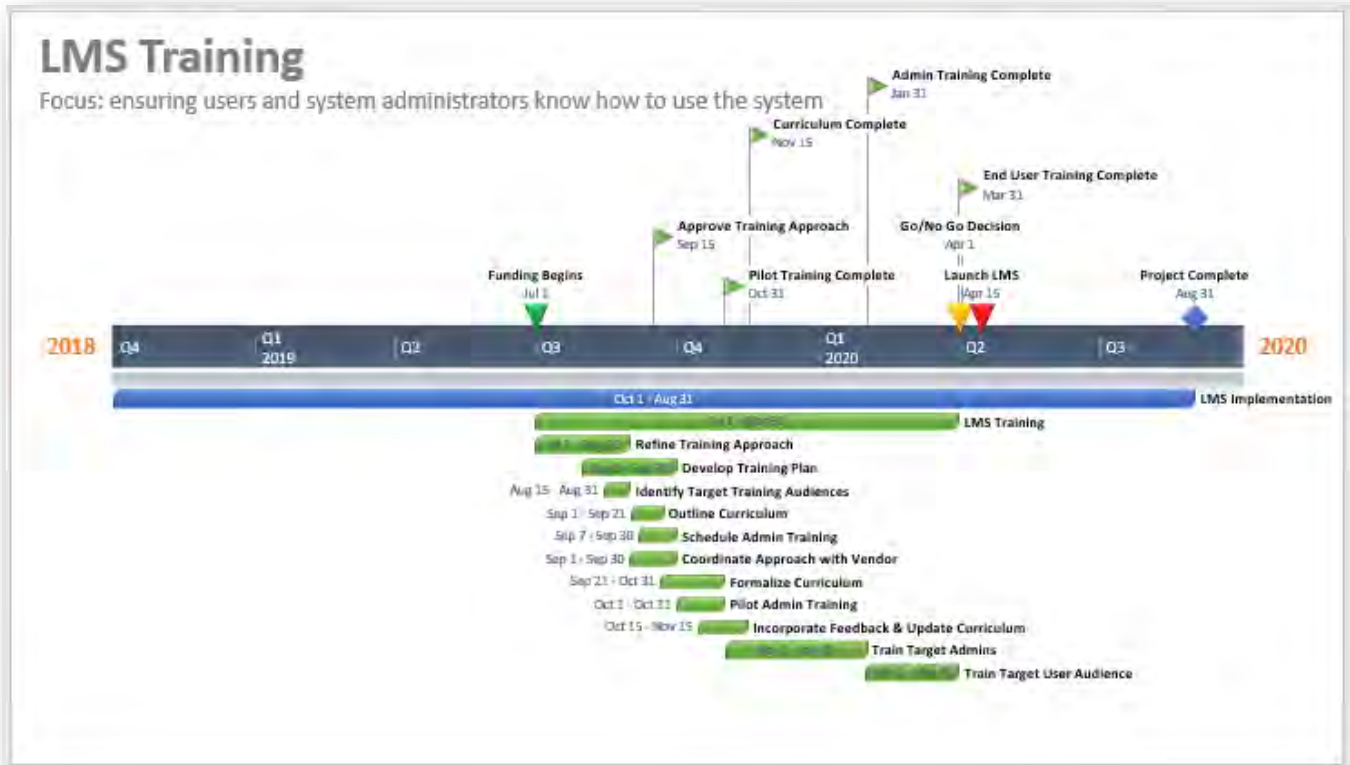
- **Go-Live & Stabilization** – ensuring support for a smooth system launch event, to include cutover plan development, dry run, technical support team structure, data conversion/import, validation and opening the new system to users.
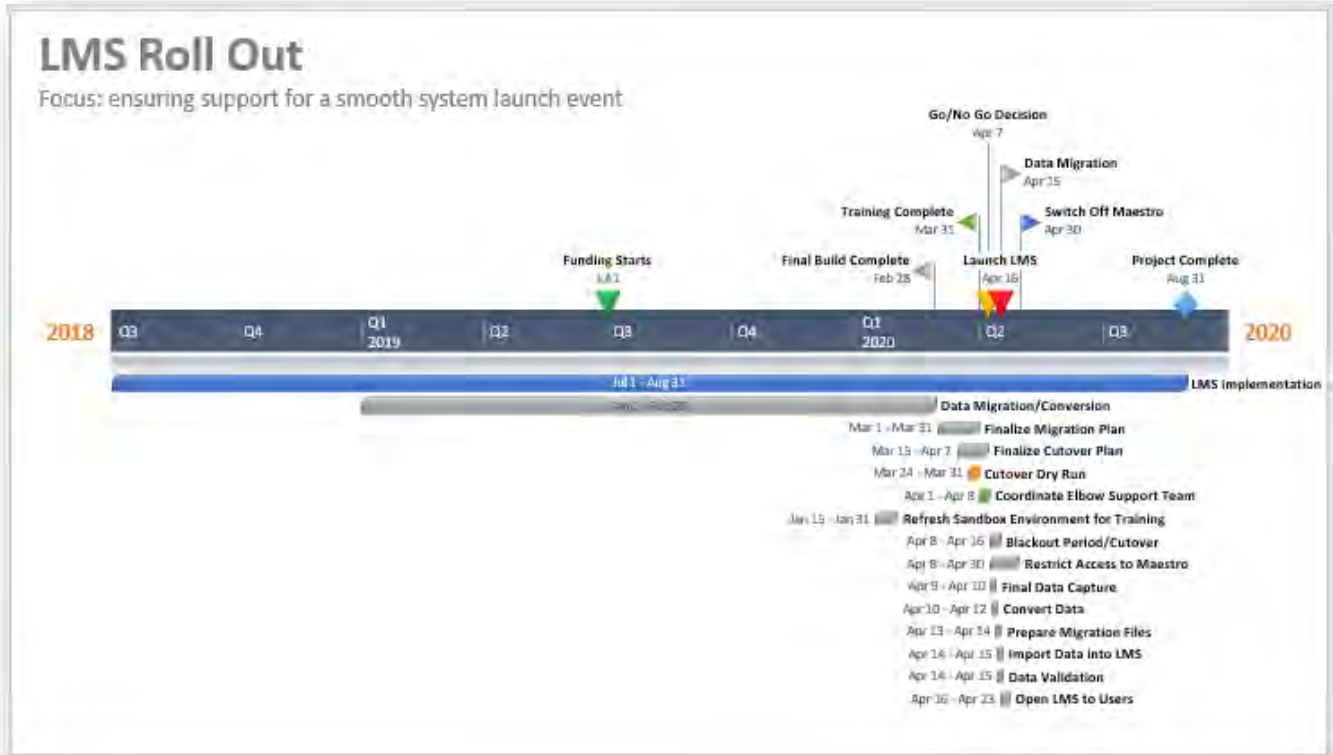
Expense summary

The following proposed services and/or materials would be purchased for an estimated overall cost of $2.24 million over approximately 14 months, with a targeted go-live in spring of 2020:

- **Decision Package –** The following table summarizing high-level cost will be included in a Decision Package to be submitted in October 2018, requesting funds in support of the effort to upgrade to SumTotal Learn:

Information Technology Items in this DP (*insert rows as required*)	FY 2020	FY 2021	FY 2022	FY 2023
SumTotal Learn licenses - annual increase for licenses (ongoing)	210,000	210,000	210,000	210,000
One-time SumTotal Learn implementation cost (assumes big-bang launch & data migration)	0	0	0	0
18 resources comprised of both project staff (FTEs) and contracted resources for one-time (temporary) additional DES support for SumTotal upgrade & data migration	2,029,000	0	0	0
One-time costs for outside professional services for: • Management Analyst for LMS M&O (1 resource) • Enterprise Configuration (2 resources) • Administrative Assistant (1 resource) • Project Management (1 contracted resource) • Organizational Change Management (2 contracted resources) • Quality Assurance (1 contracted resource) • Data Conversion Support (1 resource) • User Experience/UI Design (2 contracted resources) • User Acceptance Test Manager (1 contracted resource) • eLearning Development (2 contracted resources) • Training Specialists (4 resources)				
Total Cost	**$2,239,000**	**$210,000**	**$210,000**	**$210,000**

- **System Implementation & Data Migration** – SumTotal has waived their standard implementation & migration fees (quoted as a $200,000 value) to implement the recommended system using a "big bang" approach (i.e., all Agencies migrate simultaneously off Maestro onto the Learn platform). SumTotal is also including subscription services valued at around $150,000/year. SumTotal provided client references, demonstrating their ability to service large and complex public enterprises.
- **Annual SumTotal Learn Licenses** – cost to support 65,000 users annually is $680,000. As DES already funds licenses for the LMS, the Decision Package request is to cover the yearly increased cost of $210,000.

Assumptions

- Funding: The project will launch in July of 2019 assuming funding is secured through this Decision Package.

- In-Kind Project Resources: LMS administrators, training managers, and other LMS-designated roles are expected to provide in-kind resource support for up to 0.25 FTE as part of their expected job functions. Roles and responsibilities include:
    - Participation in enterprise process standardization
    - Agency-level data clean-up for migration readiness support
    - Agency-specific change coordination activities (e.g. communications, process changes)
    - System configuration decisions
    - User Acceptance Testing
    - Role-specific training

  * Funding for in-kind roles are excluded in this DP. Agencies who desire position backfill or additional resources are responsible for securing approval and funding for contract or FTE resources separate from the enterprise LMS upgrade project, unless expressly included in the submitted Decision Package and IT Addendum.

  ** LMS Agency Administrators and other key roles will act as Organizational Change Consultants (OCCs). They will receive a 2-hour Organizational Change Management overview, and 2 hours of Readiness Methodology training in preparation for that role. DES will provide this training within current resources at no additional cost.

- Enterprise-Wide (big bang) Launch: The LMS upgrade will launch on a discrete date for all WA LMS users.

- Discovery: This proposal assumes that adequate discovery of enterprise business processes and migration readiness activities result in a roadmap which will be drafted prior to 7/1/2019 LMS upgrade project launch.

- Data Feeds: A one-way data feed will be designed to receive employee data from HRMS, Active Directory and any other source systems, utilizing standard security and data transfer protocols.

- Domains: Agencies desiring extensive customization/LMS branding and configuration of a sub-domains will secure funds independent of the enterprise LMS upgrade project. Agencies will be allowed to configure their domains and sub-domains while remaining under the umbrella of the enterprise to coincide with launch of the upgraded system. Agencies will absorb the resource(s), and any technical costs of establishing their own domains. Agencies whose domains represent deviations in navigation or "look and feel" from the enterprise instance will accept the costs to develop agency-specific training.

- LMS Support Model: The DES support model for LMS will not change through this system upgrade.

- Enterprise Training: A train-the-trainer approach will enable agencies to identify a capable training resource for their own agency at no additional expense. This resource will be expected to fully participate in all LMS-related training, followed by providing adequate training to their agency's users. Full access to enterprise training materials is included in this approach. Agencies who desire additional training resources are responsible for securing approval and funding for contract or FTE resources separate from the enterprise LMS upgrade project. Train-the-trainer resources provided will be experienced facilitators/trainers.

- Agency Participation: All organizations using the LMS will fully participate and manage their organization's interests through guided preparation of their agency's Maestro data migration,

necessary enterprise and agency-level discovery and planning efforts, process improvement projects, system configuration and data management decisions, and other LMS system implementation activities in support of a successful shared go-live event within their agency.

- DOT Instance of Talent Management: DOT will cover the cost to bring their Talent Management records, including Performance Management into the enterprise instance of the LMS. This is expected to cost between $50,000 and $100,000.

Objectives

Conformity with Agency IT Portfolio

Strategic Alignment

Upgrading SumTotal to the Learn LMS platform aligns with the Enterprise Technology Strategic Plan in several ways:

- The investment will allow the enterprise to identify common business practices and implement consistent, <u>standardized processes through the implementation of one shared solution</u>
- The system will bring <u>compliance with state accessibility requirements (WCAG2.0 and Section 508)</u> – SumTotal invests $2 million each year to ensure leading edge accessibility features and capability
- The project ensures partnership with OneWA, who in conjunction with OCIO approved this Feasibility Study – the need for an improved LMS is immediate, but OneWA implementation is targeted for 2026, eight years from now – the upgrade <u>sets the stage for seamless interface or replacement in the future</u>
- The upgrade provides an opportunity for another State agency, WSDOT, who currently utilizes the current LMS platform and also the upgraded platform for Performance Management / Succession Planning – upgrading the LMS would <u>eliminate their need to support two different systems</u>

Technical Alignment

Upgrading SumTotal to the Learn LMS platform aligns with technical aspects of ETS' strategic plans through the following:

- The upgrade supports the "Cloud First" sensibilities of the State's IT Strategic Plan – the enterprise platform utilizes SAAS/Cloud-based technology thereby modernizing the system's infrastructure and reducing reliance on the existing legacy system(s)
- The upgraded LMS is scalable, being designed for large complex organizations; it allows the enterprise to easily bring on additional modules if there is a perceived need – scalability will allow for the natural growth of the State's employees and provide capacity to pursue an increase in extended enterprise end-users
- The SumTotal Learn system uses open application programming interface (API) and is implemented based on feature configuration, with no technical code writing required
- The upgrade brings a reporting architecture consistent with the needs of a large enterprise, putting the State of Washington into their own database (the current system's reporting database is shared by ALL customers and mistakes by other customers negatively impact performance) – in addition to a dedicated database, the architecture provides 13 datasets, has the capability to add additional datasets, and greatly improves reporting capabilities
- User account management will be automated through data integration solutions with HRIS with the state Active Directory through ADFS or equivalent approach in a one-way data feed through

routine schedule WaTech Secure File Transfer or equivalent architecture to ensure secured data exchange

- This system enables a mobile workforce through the ability to complete learning assignments via smart phone or tablet, providing modern learning tools that promote collaboration and productivity of employees, as described in Executive Order 16-07 – this functionality includes "store forward" capability, allowing end-users to complete classes while offline, with progress being uploaded and tracked in the LMS once reconnected (this functionality is essential to WSDOT, DNR and the Parks who have staff in remote locations with spotty or no network access)
- SumTotal uses role-based security to ensure resources are constrained to the appropriate access, functionality and information, eliminating the chance for LMS Administrators to adversely affect the work product of the enterprise or other agencies
- This system is compatible with state single sign-on standards and data integration standards
- The SumTotal Learn environment can easily be configured to deliver customized user experience and workflow management, enabling the enterprise to provide individualized configuration to agencies and thus eliminate the need to add branding or functional features through custom programming or shadow systems. This is accomplished through SumTotal's domain capability, which is one of the top requirements specified by agencies. Using this functionality, agencies can segment into their own domain allowing them greater control while still remaining under the enterprise umbrella for reporting. Domains allow for:
    - Branding and theming
    - Notifications
    - Workflows and approvals
    - Permissions
    - User account creation
    - Sub-domains for large organizations
    - Domain level security which allows only administrators within that domain to access, update or delete courses, classes, groups, users, audiences, and resources

Measurable Business Outcomes

Indicator of Success	Measured by
Technical Performance	1. Fewer Tier 1 and Tier 2 Support tickets 2. Increased system speed 3. Increased speed when creating advanced or compliance reports 4. Reduced time to upload a course (currently it takes 24 hours for a course to become active once it is uploaded) 5. Fewer workarounds and shadow systems 6. Increased use of the LMS for reporting and surveys.
Improved Security	1. Zero instances where an Agency LMS Administrator affects enterprise courses, or courses created by a different agency.
Course / class creation	1. Less time spent creating a course and associating classes with the course. 2. A faster way to add outside / one-off courses to the LMS.
Compliance Reporting	1. Ability to create reliable compliance reports 2. Ability to conduct negative reporting
Ability to create complex learning structures such as academy or in-services	1. The number of academies and in-services created increases 2. Greater ease and less time spent attempting to create complex learning structures

Customer-Centered Technology

The intuitive user interface, system reliability, and updates in the design of the administrative functions in SumTotal's Learn product are expected to result in overall efficiencies for LMS administrators through:

- Reducing or eliminating multiple workstreams and duplicate processes that are now necessary due to inadequate system functionality and performance.

- Elimination of unique system customizations and workarounds.

Increased efficiencies for Agency LMS administrators and agency LMS end-users. The modern user interface and the updates in the design of the administrative section of the LMS will reduce the time it takes to perform main tasks in the system, like adding a course, reducing the time it takes to generate reports. Learners will find the User Interface easier to navigate, easier searches, and personalized recommendations which reduce the time spent looking for and enrolling in courses. These leaner improvements should translate to shorter time to proficiency for employees in new roles as efficacies in delivering learning will make it easier for an employee in a new role to come up the learning curve as well as complete all required training and certifications.

Impacts and Organizational Effects

This proposal is for an upgrade of the existing LMS system from a legacy system designed to support small/medium organizations to an industry-leading system with state-of-the-art functionality and security features, which also supports compliance reporting and accessibility, operates on a modern platform, and is provided by the same vendor as our current solution. For this system to deliver its expected benefits, Organizational Change Management activities must include development and adherence to enterprise LMS design principles, standardization of key associated business processes, and completion of agency-level data cleanup, conversion, and migration readiness activities for over 200 organizations using the current LMS.   This project is structured to address these two critical OCM elements.

Enterprise Process Development, Standardization, Operationalization - Between October 2018 and July 2019 time will be devoted to enterprise process re-engineering. Individuals from agencies will be invited to participate in workshops with a goal of establishing enterprise processes that work for the State of WA as a whole. OCM efforts around Process changes will include leveraging the Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) model to gain acceptance to operationalize and standardize these new enterprise processes. These activities are expected to happen without additional DP funding for the initial discovery and planning efforts.

Communication – Project communication will also follow the ADKAR model to ensure stakeholders are kept aware of what is happening throughout the project. Leveraging ADKAR for communication will help effectively and strategically move people and organizations through the transformative cycle of change.

Readiness - Once the project officially begins (receives funding) **in July of 2019**, the first four months are set aside to preform essential readiness tasks that we refer to as "Upgrade Ready through Project Work". These tasks will include data clean-up and other typical readiness tasks. The project will leverage an OCM model to identify functional impacts and readiness tasks. Readiness tasks will be tracked using a red/yellow/green model.

LMS-related data and business process readiness and business process readiness activities are will start in October 2018. Agencies are expected to provide resources "in-kind" up to 0.25 FTE throughout the project. These resources will serve as Organizational Change Coordinators (OCCs) on the project and will help with completion of OCM related tasks such as enterprise process re-engineering/standardization, readiness, communication, testing, training, etc. Starting Q4, 2018, DES will provide 4 hours of OCM training to agency OCCs to help them prepare for this project.

Sponsorship - To reinforce these changes, a multi-organization Executive Steering Committee (ESC) is also being formed. This group will champion the LMS replacement effort and subsequent LMS, resolve disputes brought to them from the LMS Advisory Board, and help enact a governance structure.

Training - The lack of training for new LMS administrators, supervisors, and associated roles is another deficient area within the LMS. As part of the implementation effort, the following training efforts are planned.

1. Train the trainer model for LMS administrators, Supervisors, and associated roles. This training will focus on ensuring our end-users are able to perform critical duties within the LMS. Additionally, individuals participating in train the trainer activities return to their agency as a LMS super-user and are able to continue training efforts in house once the implementation has passed.

2. ELearning will be used to develop micro learnings for end-users of all types. From Agency LMS Administrator down to learners within agencies.

3. All existing help documentation will be updated to reflect the current system.

4. The existing mentor program championed by the LMS Advisory Board will continue.

Resistance to Change - Several agencies have indicated a preference to abandon the current vendor due to frustration with the current outdated LMS system, so there are stakeholder resistance and adoption risks requiring deliberate planning. The Feasibility Study was designed to begin addressing resistance to change early on, and to head off anticipated resistance if the recommendation was to proceed with the current vendor. Communication throughout the feasibility study, leading up to the recommendation release has been geared to ensure collaboration, awareness, understanding, and acceptance of the recommendation that was an outcome of the Feasibility Study. Going forward, it will be important to purposely execute interventions to reduce cross-agency stakeholder resistance to upgrading the system with the existing vendor.

Reinforcement - The current DES and Agency-specific LMS administrators will continue to support the new system once installed, and there is no major impact to existing organizational structure expected.

Risk Management

The following table outlines high-level risks considered in this feasibility study:

Organizational Impact		
Risk Description	**Level**	**Anticipated Mitigation**
Executive Steering Committee unable to reach consensus on key organizational business decisions Consequences of not resolving = delay to project implementation or compromising achievement of outcomes.	Med	Employ facilitated decision-making sessions designed to achieve needed outcomes; help executives and agency heads understand business implications of decisions; ensure all concerns are addressed in a manner that supports consensus where possible. Leave final decision making authority in the hands of DES as the enterprise business owner of the LMS for questions or issues otherwise unresolved.
Agency-level stakeholders unable to adhere to enterprise-level processes, readiness activity timelines Consequences of not resolving = failure to achieve project outcomes; introducing variation into enterprise business processes; delay of data migration and system implementation; inability to deliver expected enterprise reports.	Med	Employ OCM tools and techniques to overcome resistance, implement and engage agency champion role and change coordinators from the beginning of the project; escalate to executive steering as needed to overcome obstacles and provide direction. Conform to change control best practices for managing an enterprise application.
Enterprise business process integration discovery has not yet been completed Consequences of not resolving=unknown level of resistance to adopting enterprise processes, unknown level of work effort to standardize critical processes, and unknown implications of low adoption for critical enterprise-level business processes.	High	Conduct end-to-end process mapping of hire-to-term value stream, assess stakeholder variability at agency vs. enterprise level; identify ideal future state and collaboratively design enterprise process with agency stakeholders. Employ OCM tools and techniques to overcome resistance and increase adoption through the change lifecycle.
Development Effort		
Risk Description	**Level**	**Anticipated Mitigation**
Unforeseen obstacles	Low	Identify impacts, options, and work with project leaders to determine mitigation approach to implement, as deemed appropriate by sponsors and project leader.

Technology

Risk Description	Level	Anticipated Mitigation
Failure to timely build and implement integration with outside key systems (HRIS, AD, etc) Consequences of not resolving = failure to meet project timelines and delay of go-live; readiness projects are dependent on this happing prior to DP funding to free up capacity to conduct implementation and migration readiness activities.	Med	Achieve project charter and timeline buy-in (sign off) by key executives prior to workstream start. Ensure clarity in understanding and support of this recommendation as a key success factor to achieve project goals of improving efficiency and creating capacity to complete project implementation activities.
Data migration discovery has not been conducted Consequences of not resolving = unknown degree of type and work effort each agency will need to complete in preparation for data migration into new system. This increases risk of agencies migrating "bad" LMS data into new system if they fail to progress to plan.	High	Conduct detailed assessment of stakeholder data status, focused on identifying user completion history, organizational data, forms, and curricula to be excluded from data migration efforts. (e.g. duplicates, corrupted files, unused, etc). Alternately, agency-level data cleanup could be continued after migration to new system for agencies not completed ahead of data migration (not recommended).

Organizational Capacity

Risk Description	Level	Anticipated Mitigation
Competing priorities for critical staff participants would impact the team's ability to perform key enterprise level business process integration and data cleanup Consequences of not resolving=increased risk of agencies migrating bad/old data into the new system (incomplete migration readiness), and increased resistance to adopting enterprise-level business processes.	High	Project Executive Steering Committee and project leaders will be kept apprised of stakeholder progress, and escalation kept clear to ensure project success. Project leaders can also delegate project responsibilities to another project team member as needed to ensure progress to plan. To ensure critical path tasks are addressed, project readiness and implementation tasks will be prioritized, and resources focused as follows: • Critical: unable to implement without • Dependent: able to implement, workarounds necessary, • Desirable: able to implement without workarounds
Inadequate funding for the estimated state resource requirements Consequences of not resolving = project implementation is delayed/compromised	Med	To ensure critical path tasks are addressed, project readiness and implementation tasks will be prioritized, and resources focused as follows: • Critical: unable to implement without • Dependent: able to implement, workarounds necessary,

		• Desirable: able to implement without workarounds
Inadequate funding for the estimated vendor resource requirements Consequences of not resolving = project implementation is delayed/compromised	Med	Work with project leaders/executive sponsors to ensure pre-work is focused on items that will optimize the current environment, create capacity of LMS administrators and support teams to ensure no effort is wasted if DP funding for the vendor is inadequate to move forward with implementation. Alternately, work on additional funding options to continue implementation plans.

Appendices

Appendix 1 – Business Requirements Validation

Six facilitated group sessions were held with LMS stakeholders from various state agencies for the purpose of determining and prioritizing business requirements for the enterprise LMS system.

Lists of categorized requirements were provided, and attendees were asked to indicate their top priorities on the given lists, identify any missing or additional requirements, and which requirements were non-negotiable due to legal or policy requirements.

Results from each of these sessions were tallied, and then the requirements were ranked in several ways from most important or critical to least important or critical. The rankings were calculated based on:

- Raw results from the sessions using actual number of votes for each requirement from the actual number of meeting attendees
- Vote counts normalized to represent each individual requirements meeting as though there were 12 total attendees
- Vote counts normalized to represent the voting results as though each participating agency sent a total of 5 people as voting delegates
- Vote counts weighted to represent relative size of each participating agency

The table appearing on the following three pages depicts the ranked requirements (sorted by the agency size weighted ranking). Each of the ranking methods has two columns – the first being the number of votes (after adjustment for the ranking method), and the second being the relative rank based on the number of votes. The color shading goes from darker green to white in the vote count column, with darker green being the highest number of votes, and white being the lowest. The ranking column goes from darker blue to light blue to white to light red to darker red, with darker blue being a higher rank, and darker red begin a lower rank.

The color shading is a good indicator that no matter which method is used to sort the ranking, the top 30 requirements remain essentially the same in all 4 columns, which was an interesting result and an indicator that enterprise agencies are generally on the same page with regards to what they are looking for in an LMs.

Note that non-negotiable requirements appear in red print, and generally fell fairly low in the rankings (more in the white to darker red areas), as meeting participants were instructed not to indicate those as a priority, as they would be included automatically as non-negotiable business requirements for the enterprise LMS.

Detailed Requirements	Raw Scores 30 Raw Total	Raw Scores Raw Rank	Normalized for 12/mtg 48 12/Mtg Total	Normalized for 12/mtg 12/Mtg Rank	Normalized for 5/attend 45 5 Attend Total	Normalized for 5/attend 5 Attend Rank	Weighted for Headcount 30 Head Total	Weighted for Headcount Head Rank
Ability to interface with other HR system(s)	35	1	55.8	1	48.3	1	45.6	1
Ability to manage class rosters & attendance tracking	22	2	34.0	2	31.8	3	27.8	2
Negative reporting	21	3	33.8	3	33.2	2	27.8	3
Data self-checks - detect/prevent errors, "smart" registrations)	19	4	30.6	4	24.5	9	24.5	4
Automated learner account creation	18	6	28.2	6	26.9	6	24.4	5
Ability to move students from class to class without dropping/re-enrolling	19	4	28.9	5	27.8	4	23.8	6
Support for multiple class formats (internal, external, online, ILT, etc.)	15	8	24.3	8	24.3	10	19.5	7
Ability to do mass assignments	14	10	23.4	9	22.3	11	19.1	8
Ability to launch learing activities from a task or email reminder (deep links)	15	8	22.6	10	25.8	7	18.8	9
Customizable look & feel (branding)	17	7	24.7	7	27.5	5	18.8	10
Affiliated domains - separation between agencies' LMS instances	12	17	21.0	14	14.0	26	18.7	11
Ability to show "interest" or request a course/class not currently available	12	17	21.1	13	15.0	22	18.4	12
Transcript and curriculum migration support	14	10	22.3	11	25.3	8	17.4	13
Test/Sandbox environment available	13	12	20.7	17	20.9	12	17.1	14
Ability to browse & register for classes	13	12	20.9	15	18.3	16	17.1	15
Ability to have academies - class and schedule grouping	13	12	21.2	12	20.0	14	16.9	16
Manager-level dashboards	13	12	20.3	18	20.8	13	16.3	17
Course and content copying/cloning functionality	12	17	19.3	19	14.9	23	16.0	18
Role-based access and security (available courses and functionality filtering)	13	12	20.8	16	17.5	19	15.5	19
Customizable notifications (on/off, change audience, etc) (added)	10	21	17.1	21	11.5	35	15.4	20
Ability to interface with Exchange/e-mail system	10	21	15.5	23	12.8	29	13.3	21
Configurable workflows & approvals	11	20	17.2	20	17.7	17	13.1	22
Ability to delegate duties to other managers	10	21	15.6	22	17.7	17	11.9	23
Smart search (spelling amnesty/attempts) 7/16/2018 (added)	9	24	15.0	24	10.8	36	11.7	24
Create/modify learning plans	7	37	13.2	31	7.8	44	11.6	25
Ability to turn off waiver functionality	7	37	12.1	37	9.3	41	11.2	26
Ability to assign grades/course completion	8	31	13.4	30	9.9	38	11.2	27
Ability to close and reconcile classes	8	31	13.9	28	10.8	36	11.1	28
Ability to save, edit & schedule ad hoc reports	9	24	13.9	27	12.5	30	10.9	29
Ability to tie classes to multiple courses of study/academies	7	37	11.6	39	12.0	32	10.7	30
Ability to Manage wait listing	9	24	14.8	25	11.7	33	10.7	31

Detailed Requirements	Raw Scores 30 Raw Total	Raw Scores Raw Rank	Normalized for 12/mtg 48 12/Mtg Total	Normalized for 12/mtg 12/Mtg Rank	Normalized for 5/attend 45 5 Attend Total	Normalized for 5/attend 5 Attend Rank	Weighted for Headcount 30 Head Total	Weighted for Headcount Head Rank
Assignments by course cohort (role-based, layered)	9	24	13.8	29	13.3	27	10.6	32
Analytics/Business Intelligence data	9	24	14.0	26	12.5	30	10.5	33
Robust suite of standardized reporting available	8	31	12.8	35	14.3	24	10.5	34
Filtered search	8	31	12.9	34	13.1	28	10.4	35
In-system learner/user account creation, editing	9	24	12.5	36	16.7	20	10.1	36
Bulk account creation and termination	8	31	11.5	40	14.3	24	10.1	37
Course authoring tools in-application	9	24	13.0	33	19.2	15	10.1	38
Ability to create multiple versions of a class tied to one course	7	37	10.8	42	9.5	39	9.7	39
Ability to have cataloging features	7	37	11.4	41	11.6	34	9.7	40
Email Reminders	8	31	13.1	32	15.4	21	9.2	41
Automatically indicate or remove expired classes/certifications from transcript (transcript management)	7	37	11.7	38	9.3	40	9.0	42
Competency assessments (tests/quizzes)	5	44	9.4	43	5.5	52	8.7	43
Course and assessment performance	5	44	9.2	44	5.5	52	8.4	44
Integrated outside vendor course evaluation and tracking (e.g. Lynda.com, etc.)	5	44	8.7	46	5.8	51	7.7	45
Ability to waive training requirement for individual	6	43	9.2	44	8.3	42	7.4	46
Audit trail for all LMS transactions (added)	5	44	8.6	47	6.0	49	7.2	47
Ability to assign multiple instructors to a course	5	44	7.8	48	6.3	46	6.7	48
Real-time/near real-time updates (added)	4	51	6.2	53	4.5	57	6.1	49
Confirmations/Announcements	5	44	7.8	48	6.7	45	5.9	50
Social Media features	3	56	6.0	55	3.0	61	5.9	51
Universal search (e.g. Amazon)	5	44	7.2	50	8.3	42	5.6	52
Ability to tie multimedia and online (social) media to course content	4	51	6.8	52	6.0	49	5.6	53
Adding/editing staff (trainers)	4	51	6.9	51	6.3	46	5.1	54
Multiple types of test/quiz development	4	51	6.2	53	5.0	55	5.1	55
Configure class/course prerequisite structure	3	56	5.7	56	3.3	60	5.1	56
Audit & Compliance reporting	3	56	5.0	59	3.5	58	4.5	57
Gradebook features	3	56	5.5	58	3.5	58	4.2	58
Ability to prepare/share certificates of completion	4	51	5.7	56	6.3	46	4.2	59
Learner Progress	2	61	4.0	61	2.0	64	3.9	60
Support for email attachments	3	56	4.2	60	5.4	54	3.2	61
External Training - classes meant for outside learners not visible to internal state workers	2	61	3.5	62	2.3	63	3.1	62
Ability to interface with facilities management system(s) (classroom scheduling, etc)	2	61	3.0	63	2.5	62	2.5	63
Ability to interface with Active Directory (added)	1	64	1.7	66	1.0	71	2.0	64
Ability to collect payment	1	64	2.0	64	1.3	66	1.4	65
Live/Online Notifications	1	64	2.0	64	1.3	66	1.4	65

Detailed Requirements	Raw Scores 30 Raw Total	Raw Scores Raw Rank	Normalized for 12/mtg 48 12/Mtg Total	Normalized for 12/mtg 12/Mtg Rank	Normalized for 5/attend 45 5 Attend Total	Normalized for 5/attend 5 Attend Rank	Weighted for Headcount 30 Head Total	Weighted for Headcount Head Rank
Automated (email)/scheduled reporting features	1	64	1.3	69	1.3	66	1.4	65
Ability to use phone, tablet, etc **(added)**	1	64	1.7	66	1.3	66	1.4	68
Modify due dates **(added)**	1	64	1.5	68	1.3	66	1.1	69
Practice tests/sessions	1	64	1.3	69	5.0	55	1.1	70
Ability to assign work/homework	1	64	1.3	69	1.7	65	1.1	71
Can be configured to meet Federal & State data retention requirements	0	72	0.0	72	0.0	72	0.0	72
Ability to bill for training	0	72	0.0	72	0.0	72	0.0	72
Ability to do inter agency charging	0	72	0.0	72	0.0	72	0.0	72
External users - unable to see internal state training offerings	0	72	0.0	72	0.0	72	0.0	72
WCAG 2.0 compliant (accessibility)	0	72	0.0	72	0.0	72	0.0	72
Ability to do mass waivers	0	72	0.0	72	0.0	72	0.0	72
Ability to use pass/fail grading system	0	72	0.0	72	0.0	72	0.0	72
Ability to manage course status	0	72	0.0	72	0.0	72	0.0	72
Support for question sets	0	72	0.0	72	0.0	72	0.0	72

Appendix 2- System Demonstrations: Vendor Capabilities

System demonstrations from six different vendors were conducted between March and July 2018. Leading LMS vendors who provided in-depth system demonstrations include The Bridge, SAP SuccessFactors, Saba, Cornerstone, NeoGov, and SumTotal.

Each vendor was provided with the same "script" well in advance of their demo. The document contained a list of categories and functionalities that DES desired the vendor to demonstrate to the audience over a 3-hour period.

After the demos were complete, the capabilities of each vendor was evaluated against the list of business requirements resulting from the Business Requirements Validation sessions, using a 3-point scale:

- A score of 3 indicates a vendor system provides full capability around that requirement
- A score of 2 indicates the vendor system has capability around the requirement, but that some customization or consideration of business process might be needed to meet the need
- A score of 1 indicates the vendor system has either no capability, capability that does NOT meet the requirement, or capability that is immature or not fully developed.

Additionally, as the vendors all had the same list of topics to cover, if a particular requirement was NOT covered during the demonstration, the vendor received a score of 0 (zero).

The figures on the following pages depict these results in two different ways. The first 3 pages provide just the scores for each vendor versus the business requirements. The subsequent 4 pages provide a little more detail, including comments around the capability in addition to the numerical score.

Average score for each vendor is calculated at the bottom of each set of figures.

Detailed Requirements	Ability of SumTotal 3/2/1	Ability of Cornerstone 3/2/1	Ability of NeoGov 3/2/1	Ability of Bridge 3/2/1	Ability of Saba 3/2/1	Ability of SAP 3/2/1
Ability to interface with other HR system(s)	3	3	2	3	3	3
Ability to manage class rosters & attendance tracking	3	3	0	3	3	3
Negative reporting	3	3	2	3	3	2
Data self-checks - detect/prevent errors, "smart" registrations)	3	3	0	0	3	0
Automated learner account creation	3	3	3	3	3	3
Ability to move students from class to class without dropping/re-enrolling	2	3	1	0	2	2
Support for multiple class formats (internal, external, online, ILT, etc.)	3	3	3	3	3	3
Ability to do mass assignments	3	3	2	3	3	3
Ability to launch learing activities from a task or email reminder (deep links)	3	3	1	3	3	3
Customizable look & feel (branding)	3	3	2	2	3	3
Affiliated domains - separation between agencies' LMS instances	3	3	1	3	3	3
Ability to show "interest" or request a course/class not currently available	3	3	2	0	3	0
Transcript and curriculum migration support	3	3	2	3	3	3
Test/Sandbox environment available	3	3	0	2	3	0
Ability to browse & register for classes	3	3	3	3	3	3
Ability to have academies - class and schedule grouping	3	3	2	0	3	3
Manager-level dashboards	3	3	2	3	3	3
Course and content copying/cloning functionality	3	3	3	0	3	0
Role-based access and security (available courses and functionality filtering)	3	3	2	3	3	3
Customizable notifications (on/off, change audience, etc) (added)	3	3	2	3	3	3
Ability to interface with Exchange/e-mail system	3	3	2	3	3	3
Configurable workflows & approvals	3	3	2	3	3	3
Ability to delegate duties to other managers	3	2	1	0	3	3
Smart search (spelling amnesty/attempts) 7/16/2018 (added)	3	3	0	2	2	2
Create/modify learning plans	3	3	3	0	3	3
Ability to turn off waiver functionality	3	3	0	0	2	0
Ability to assign grades/course completion	3	3	2	0	3	3
Ability to close and reconcile classes	3	3	0	3	3	0

Detailed Requirements	Ability of SumTotal 3/2/1	Ability of Cornerstone 3/2/1	Ability of NeoGov 3/2/1	Ability of Bridge 3/2/1	Ability of Saba 3/2/1	Ability of SAP 3/2/1
Ability to save, edit & schedule ad hoc reports	3	3	1	2	3	3
Ability to tie classes to multiple courses of study/academies	3	3	0	0	3	3
Ability to Manage wait listing	3	2	2	0	3	3
Assignments by course cohort (role-based, layered)	3	3	1	3	3	3
Analytics/Business Intelligence data	3	3	0	3	3	3
Robust suite of standardized reporting available	3	3	2	2	3	3
Filtered search	3	3	0	0	3	3
In-system learner/user account creation, editing	3	3	3	3	3	3
Bulk account creation and termination	3	3	3	3	3	3
Course authoring tools in-application	3	3	3	3	3	2
Ability to create multiple versions of a class tied to one course	3	3	0	0	3	0
Ability to have cataloging features	3	3	0	0	3	3
Email Reminders	3	3	2	3	3	3
Automatically indicate or remove expired classes/certifications from transcript **(transcript management)**	3	3	2	2	3	0
Competency assessments (tests/quizzes)	3	3	3	3	3	3
Course and assessment performance	3	3	0	3	3	3
Integrated outside vendor course evaluation and tracking (e.g. Lynda.com, etc.)	3	3	2	3	3	3
Ability to waive training requirement for individual	3	2	0	0	3	0
Audit trail for all LMS transactions **(added)**	3	3	0	3	3	3
Ability to assign multiple instructors to a course	3	3	3	0	3	3
Real-time/near real-time updates **(added)**	3	3	0	3	3	0
Confirmations/Announcements	3	3	0	3	3	3
Social Media features	3	3	1	0	3	3
Universal search (e.g. Amazon)	3	3	0	3	3	3
Ability to tie multimedia and online (social) media to course content	3	3	3	3	3	3
Adding/editing staff (trainers)	3	3	0	0	3	3
Multiple types of test/quiz development	3	3	3	3	3	3
Configure class/course prerequisite structure	3	3	3	0	0	3
Audit & Compliance reporting	3	3	2	3	3	3
Gradebook features	3	3	2	0	3	3
Ability to prepare/share certificates of completion	3	3	2	3	3	3

Detailed Requirements	Ability of SumTotal 3/2/1	Ability of Cornerstone 3/2/1	Ability of NeoGov 3/2/1	Ability of Bridge 3/2/1	Ability of Saba 3/2/1	Ability of SAP 3/2/1
Learner Progress	3	3	3	3	3	3
Support for email attachments	3	3	1	3	3	3
External Training - classes meant for outside learners not visible to internal state workers	3	3	1	0	3	3
Ability to interface with facilities management system(s) (classroom scheduling, etc)	2	2	2	0	0	0
Ability to interface with Active Directory (added)	3	3	0	3	3	0
Ability to collect payment	3	3	0	0	3	3
Live/Online Notifications	3	3	0	3	3	3
Automated (email)/scheduled reporting features	3	3	1	0	3	3
Ability to use phone, tablet, etc (added)	3	3	2	3	3	3
Modify due dates (added)	3	3	0	0	0	3
Practice tests/sessions	3	3	2	0	3	0
Ability to assign work/homework	3	3	0	0	0	3
Can be configured to meet Federal & State data retention requirements	3	3	0	0	3	0
Ability to bill for training	3	3	0	0	3	3
Ability to do inter agency charging	3	3	0	0	3	3
External users - unable to see internal state training offerings	3	3	1	3	3	3
WCAG 2.0 compliant (accessibility)	3	3	3	3	0	0
Ability to do mass waivers	3	3	0	0	3	0
Ability to use pass/fail grading system	3	3	3	3	3	2
Ability to manage course status	3	3	2	0	3	3
Support for question sets	3	3	2	3	3	0
AVERAGE	2.975	2.950	1.388	1.725	2.775	2.300

Detailed Requirements	SumTotal (Leam demo 7/24) ability of Vendor 3/2/1	Notes	Cornerstone (OnDemand demo 6/25) ability of Vendor 3/2/1	Notes	NeoGov (Leam demo 7/18) ability of Vendor 3/2/1	Notes	Bridge (Leam demo 3/21) ability of Vendor 3/2/1	Notes	Saba (Learning management demo 4/16) ability of Vendor 3/2/1	Notes	SAP (Successfactors demo 4/19) ability of Vendor 3/2/1	Notes
Ability to interface with other HR system(s)	3	Claim they connect; decision is up to state of WA - NO COST to do with the migration, but cost if the decision to integrate is delayed; SAP, Web services, ADP, etc	3	data feed capability, based on WA design; integrates with outlook; successfully integrates with SAP (NC state doing this, City of Seattle, Bellevue left newer SumTotal version); oracle, SAP, Workday, called out specifically	2	vendor has their own talent management system; able to integrate for automated user account creation	3	API architecture; ability to develop data feeds from HR system	3	Open API or datafeed; mass upload	3	data feed from "system of source" in HR
Ability to manage class rosters & attendance tracking	3	Has rosters; same thing as gradebooks	3	demonstrated	0	did not demonstrate	3	clickable no-show feature and communication	3	demonstrated - very simple; or manual	3	demonstrated, also via mobile, QR code
Negative reporting	3	See 6.02; also Manager dashboard has built-in exception reporting	3	if the data feed is in place, and role-based assignments are developed, it meets the requirements	2	agency level reporting not available;	3	visual display of starts/incompletes/not starts; role-based assignments	3	yes; role-based assignments with data feed from HRMS	2	no explicit discussion, but logically, if the data feed is in place, and role-based assignments are developed; it meets the requirements
Data self-checks - detect/prevent errors, "smart" registrations)	3	demonstrated	3	yes; checks for any conflicts in instructors, courses, class location, etc	0	did not demonstrate	0	not demonstrated	3	not spelling, but other search features - suggestions and filtering	0	not demonstrated, unknown
Automated learner account creation	3	Typically comes over from the HR system feed. Custom fields available, e.g. ethnicity for diversity reporting. Job Title is also a custom field, etc.	3	API architecture, or datafeed	3	can link to Insight; can develop Integration	3	API architecture; ability to develop data feeds from HR system; able to upload user groups from spreadsheet, or create individually in-system	3	yes; API or data feed	3	data feed, flat file or one at a time
Ability to move students from class to class without dropping/re-enrolling	2	one-click cancel from class, cannot register for that same class until reg is dropped	3	yes, course assignment edits	1	system unable to enroll in another class one at a time	0	not demonstrated	2	not for no-shows	2	not explicitly discussed, except for recurring assignments (meets requirement)
Support for multiple class formats (internal, external, online, ILT, etc.)	3	Ability to self-report external training, can configure approval for auto, or through workflow	3	demonstrated; online, ILT, 3rd party, etc	3	demonstrated	3	demonstrated	3	demonstrated	3	Able to have a blend of internal, external, online, ILT, etc
Ability to do mass assignments	3	Uses "audience" functionality to do this	3	yes, with role-based definitions in system; robust capability to refine	2	can enroll by association (position and division level courses or enroll in a course individually; can also auto-enroll;	3	role-based, dynamic	3	demonstrated	3	able to batch or assign individually, including self-assignments
Ability to launch learning activities from a task or email reminder (deep links)	3	Alert notifications on users page; can launch from anywhere a course is listed	3	demonstrated	1	no integration with outlook at this time	3	demonstrated	3	demonstrated	3	can configure deep links (97)
Customizable look & feel (branding)	3	Showed examples of various client designs	3	customized html and browser configuration - all browsers, and update pictures on demand;	2	inadequate architecture - unable to separate agencies to the degree desired	2	discussed, not demonstrated	3	highly configurable	3	also configurable page content
Affiliated domains - separation between agencies; LMS instances	3	Looks like there is functionality here; for instance, can set up different approval rules based on domain. Branding & theming, workflows & approvals, user account creation, notifications, and permissions	3	OU structure/architecture provides high level of configurability to segment different agencies' look and feel	1	unable to separate added content at this time (agency level view not available)	3	unlimited	3	unlimited domains, with branding; segmented heirarchy;	3	separation/segmentation
Ability to show "interest" or request a course/class not currently available	3	There is a show interest option (e.g., when none of the available times work)	3	can search or subscribe for topics user is interested in	2	system makes associations to suggest trainings or auto-enroll members	0	not demonstrated	3	demonstrated	0	not explicitly covered in demo
Transcript and curriculum migration support	3	They know the business well already; knowledge of source & target systems; engineer's work together; two phased migration (stage/production)	3	yes	2	can import bulk user store automatically from Insight HR system; must manually add learner transcripts; working on a way to consolidate in the future	3	part of implementation service	3	discussed	3	automated tools; in bulk or one-off
Test/Sandbox environment available	3	demonstrated;	3	yes, copy of live data is always available - current version is always live; production, staging environment used for testing, familiarity with features	0	did not demonstrate	2	weekly releases; don't recall test environment demo	3	even pre-sales, willing to open up sandbox for specific test scenarios	0	not explicitly covered in demo
Ability to browse & register for classes	3	Can also manage schedule (unregister, register for different session, etc); can link/register from anywhere in the system	3	yes, robust search capabilities	3	demonstrated	3	demonstrated	3	smart recommendations and search; filterable view	3	demonstrated
Ability to have academies - class and schedule grouping	3	This sounds like Learning Plans (which can be renamed to whatever)	3	demonstrated	2	can develop learner groups manually and assign courses for the whole group - working on this functionality	0	not demonstrated	3	demonstrated	3	full academy functionality
Manager-level dashboards	3	Manager dashboard has exception reporting; includes ability to add assignments. Great one-click access to pertinent reports, don't have the "run" them	3	scheduled and customized reporting/dashboards: robust reporting	2	dashboards available, but not drillable; unable to access user transcript from dashboard	3	robust report and dashboarding capability	3	strong; robust reports - ability to copy, modify and customize reports; easy graphics editing	3	configurable portal view
Course and content copying/cloning functionality	3	YES	3	yes	3	can copy courses	0	not demonstrated	3	demonstrated	0	not explicitly covered in demo
Role-based access and security (available courses and functionality filtering)	3	From an application standpoint, roles are set up (I'm not sure if that's what they call them), but there are ways to limit the content and access that each user experiences based on their role	3	OU structure/architecture provides high level of configurability for role based access and functionality	2	can assign up to five roles (admin, HR user, learner)	3	robust level of role based security groups	3	demonstrated	3	role based; highly configurable
Customizable notifications (on/off, change audience, etc) (added)	3	Notifications are configurable; there are e-mail templates, and domain support in addition to other	3	robust capability for notifications - hundreds of options	2	email notifications available; not integrated into Outlook	3	demonstrated	3	demonstrated	3	over 150 different notifications, highly configurable
Ability to interface with Exchange/e-mail system	3	demonstrated	3	capable of using outlook/exchange for communications; capable of sending emails automatically from any given user/leader	2	not able to interface with email system, though the system can generate emails to individuals as reminders.	3	demonstrated	3	verbalized	3	fully integrated, deep links, adjustments automated in outlook

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Detailed Requirements	SumTotal — Learn demo 7/24 — Ability of Vendor 3/2/1	SumTotal — Notes	Cornerstone — OnDemand demo 6/25 — Ability of Vendor 3/2/1	Cornerstone — Notes	NeoGov — Learn demo 7/18 — Ability of Vendor 3/2/1	NeoGov — Notes	Bridge — Learn demo 3/21 — Ability of Vendor 3/2/1	Bridge — Notes	Saba — Learning management demo 4/16 — Ability of Vendor 3/2/1	Saba — Notes	SAP — Successfactors demo 4/19 — Ability of Vendor 3/2/1	SAP — Notes
Configurable workflows & approvals	3	Can show classes where approval is necessary (e.g., cost associated with class) can be done by role or by domain; sequenced or concurrent	3	robust capability for workflows and approvals; more than 15 approval layers	2	currently has only one level of approval; working on enhancement for multiple levels, but not currently available	3	demonstrated	3	robust; multi-layered	3	available otb
Ability to delegate duties to other managers	3	Manager proxy functionality; this can be done by agency/domain	2	yes - don't recall in demo	1	no delegate capability at this time; HR system can do it though	0	not demonstrated	3	demonstrated	3	demonstrated
Smart search (spelling amnesty/attempts) 7/16/2018 (added)	3	Includes common misspellings? (e.g., search for Manger instead of Manager), also common synonyms (e.g., supervisor & manager)	3	yes, returns all items with word grouping; also suggests items for learners like you; your interests, etc	0	did not demonstrate	2	suggestions based on typed in letters, but must be spelled correctly to return search items	2	google (suggestions) search plus amazon (filtering) search; semi-smart, but not spelling alias	2	robust search - no demonstration of "smart" search
Create/modify learning plans	3	Yes, and can be renamed/called whatever makes sense, drag & drop functions, easy hierarchy, can enforce sequencing, etc.	3	can tie into talent mgmt tool as well;	3	demonstrated	0	not demonstrated	3	demonstrated	3	demonstrated
Ability to turn off waiver functionality	3	able to give credit for external course; configurable	3	able to dynamically assess and assign waiver or configure to not allow equivalent training	0	did not demonstrate	0	not demonstrated	2	yes, can also test-out of course	0	not explicitly covered in demo
Ability to assign grades/course completion	3	Can update course scores, pass fail, completed, etc.	3	yes, ability to edit course info	2	instructors can enter scores; unable to do bulk updates at this time	0	not demonstrated	3	excellent typing, grading course completion options	3	demonstrated
Ability to close and reconcile classes	3	demonstrated	3	demonstrated	0	did not demonstrate	3	demonstrated	3	demonstrated	0	
Ability to save, edit & schedule ad hoc reports	3	Still called "Advanced Reporting", but that's the only similarity to Maestro. Hundreds of fields of data elements available. Also can copy/paste domains into custom domains.	3	strong otb reporting and customizable reports	1	did not demonstrate; severely limited reporting available at current time	2	robust on-demand reporting tool integrated into the system; 30 reports included, other for a fee; can use outside analytics platforms if desired; data feed with demo in system	3	can share via email, or automate; modify reports	3	demonstrated
Ability to tie classes to multiple courses of study/academies	3	Classes (actually courses) are in the catalog, can be attached to learning plans	3	yes, uses academies, curricula, courses, and classes; supports learning plan development and can tie to performance plan	0	did not demonstrate	0	not demonstrated	3	academies and courses demonstrated	3	demonstrated
Ability to Manage wait listing	3	Able to show "unavailable" classes because full; register places on waitlist	2	can request waitlist - did not demonstrate priority (line-cutting) registration; shows configurable by hour delay, next in line, etc	2	has ability to join waitlist for full courses	0	not demonstrated	3	manual or automated wait-listing capabilities	3	demonstrated
Assignments by course cohort (role-based, layered)	3	Probably the same thing as SOL, use audience functionality	3	role based assignments and OU structure enables batch, role, enterprise, or individual assignments	1	by the end of this quarter can have learner groups and or assignments for whole groups; manual right now; manager cannot assign courses yet (soon)	3	demonstrated	3	able to create groups, or assign through roles, job title, or any OU grouping	3	demonstrated
Analytics/Business Intelligence data	3	Definitely has some dashboard functionality for managers; also ad hoc reporting. Are there other dashboards?	3	strong otb reporting and customizable reports	0	did not demonstrate; severely limited reporting available at current time	3	robust on-demand reporting tool integrated into the system; 30 reports included, other for a fee; can use outside analytics platforms if desired; data feed with demo in system	3	robust reporting tool, also able to export for BI toolset	3	demonstrated
Robust suite of standardized reporting available	3	Separate learning database (from other customers), 13 "domains" depending on type of reporting, only impact your own reporting performance. 100+ delivered reports.	3	strong otb reporting and customizable reports	2	agency-level reporting not available - considered an enhancement; department/division/position/groups available; only one standard report available at this time	2	strong reporting - 10 included in price; extra fee for other reports	3	demonstrated	3	drillable
Filtered search	3	Can sort search results, as well as filter (a la retail sites, check boxes down left)	3	suggestion-based search; intelligence based on prior search history, strong	0	did not demonstrate	0	not demonstrated	3	yes, narrowing search results like amazon	3	multiple ways to conduct searches
In-system learner/user account creation, editing	3	Definitely editing. Per the demo, most customers would use the HR system feed for learner account creation.	3	full capability for data feed and individual account creation in system	3	demonstrated	3	demonstrated	3	demonstrated	3	demonstrated
Bulk account creation and termination	3	See above 7.01	3	can create individual users, data feed mass account creation/termination	3	yes	3	data feed from HRIS	3	demonstrated	3	with data feed, or bulk upload
Course auditing tools in-application	3	demonstrated in-system or using 3rd party versions	3	has in-app tools; limited functionality	3	pre-built courses can be uploaded, or custom courses can be built in-system; PDFs can be uploaded then parsed out into individual pages, with timers on each page if desired	3	appears to have strong course authoring tools; or capability to import SCORM or AICC compliant content	3	demonstrated	2	mini-content dev available
Ability to create multiple versions of a class tied to one course	3	Lots of flexibility on how things are grouped	3	robust versioning available	0	did not demonstrate	0	not demonstrated	3	academies and courses demonstrated	0	
Ability to have cataloging features	3	Didn't specifically see this, however, can tell by the filtering options on search that it is very easy to group courses/content	3	yes, robust features	0	did not demonstrate	0	not demonstrated	3	demonstrated	3	demonstrated
Email Reminders	3	automated notifications for expiring certifications; configurable to come from a domain or "from" address	3	integrated into exchange/outlook	2	system is capable of emailing notifications; not integrated with outlook (no deep links, no posting onto calendar, etc)	3	demonstrated; can be automated, or directly from the system	3	multiple layers of notifications available	3	demonstrated
Automatically indicate or remove expired classes/certifications from transcript (transcript management)	3	Doesn't remove certifications, but does show expired certifications and notify learners as certifications are expiring, so they have an opportunity to register for more training or re-certify	3	robust features - can break class into segments, no show; able to register for new session; shows up as no-show without preventing re-register; can allow registration for multiple sessions if you want	2	transcripts follow learner; unable to "send" transcript email outside of the system; can print from inside system	2	re-enrollment of serial certification courses (annual); did not see automated expiration of classes from transcript	3	verbalized	0	not explicitly covered in demo
Competency assessments (tests/quizzes)	3	robust - question bank; subsets; hierarchy of pre-requisits	3	robust testing features; full test management system; can set thresholds	3	question sets, pass/fail, randomized questions, etc	3	robust tests/quizzes	3	robust quiz/testing capabilities	3	quiz, survey, competencies

Detailed Requirements	SumTotal (Learn demo 7/24) Ability of Vendor 3/2/1	SumTotal Notes	Cornerstone (OnDemand demo 8/2S) Ability of Vendor 3/2/1	Cornerstone Notes	NeoGov (Learn demo 7/18) Ability of Vendor 3/2/1	NeoGov Notes	Bridge (Learn demo 3/25) Ability of Vendor 3/2/1	Bridge Notes	Saba (learning management demo 8/16) Ability of Vendor 3/2/1	Saba Notes	SAP (SuccessFactors demo 8/19) Ability of Vendor 3/2/1	SAP Notes
Course and assessment performance	3	See 6.01	3	demonstrated, robust	0	did not demonstrate	3	showed how learners interact with content (delays, time spent, etc)	3	analytics on time spent, survey course feedback, etc	3	demonstrated
Integrated outside vendor course evaluation and tracking (e.g. Lynda.com, etc.)	3	demonstrated	3	external or bundled, streamed content; strong evaluation/survey features; kirkpatrick's scale	2	can add outside courses into the system manually through learner profile (build out library first, then add);	3	integrated into system, or added as checkpoint learning module	3	demonstrated	3	3rd party, external, added
Ability to waive training requirement for individual	2	Manager/admin can flag as waived. Learners may not programmatically request waivers.	2	equivalent training feature is available; can add external course to transcript;	0	did not demonstrate	0	not demonstrated	3	yes, can also test-out of course	0	not explicitly covered in demo
Audit trail for all LMS transactions (added)	3	Yes, they audit changes, who made the change, electronic signature	3	FedRAMP certified Federal Risk Authorization Management Program security assessment	0	did not demonstrate	3	does not show every action on an account; does not show errant registrations on transcript; drop history is not visible;	3	verbalized	3	demonstrated
Ability to assign multiple instructors to a course	3	Happened to see this, for each course, individual classes are called offerings	3	demonstrated	3	demonstrated	0	not demonstrated	3	demonstrated	3	demonstrated
Real-time/near real-time updates (added)	3	Don't have to wait 24 hours for curriculum/content to update	3	setup data feed as frequent as desired; as well as in system updates	0	did not demonstrate	3	immediate for edits in system; coincides with data feeds for others	3	demonstrated	0	not explicitly covered in demo
Confirmations/Announcements	3	robust notifications configurable	3	multitude of abilities for notifications (hundreds)	0	did not demonstrate	3	demonstrated	3	robust notifications capabilities	3	robust communications
Social Media features	3	See 2.09	3	strong abilities in social learning/social media	1	not at this time	0	not demonstrated	3	demonstrated	3	social learning features,
Universal search (e.g. Amazon)	3	Sort of - clarification, only see search results that are available to the user, or to everyone	3	yes, demonstrated; strong functionality, suggested items for learners like you, filtered	0	did not demonstrate	3	demonstrated	3	yes, narrowing search results like amazon plus suggestions	3	demonstrated
Ability to tie multimedia and online (social) media to course content	3	Modernized, mobile & social enabled. Functionality on phones is limited to what will work technically. On a tablet, everything should work if use web browser. Supports loss of connectivity as well, and will sync back with system when connection is reestablished.	3	iOS and android compatible; robust	3	able to integrate online content	3	demonstrated	3	demonstrated	3	includes online or other 3rd party provider content; and can filter
Adding/editing staff (trainers)	3	demonstrated	3	demonstrated	0	did not demonstrate	0	not demonstrated	3	demonstrated	3	demonstrated
Multiple types of test/quiz development	3	demonstrated	3	demonstrated	3	question sets, pass/fail, randomized questions, etc	3	robust testing/quizzing functionality	3	demonstrated	3	demonstrated
Configure class/course prerequisite structure	3	Can set hierarchy in learning plans	3	demonstrated	3	demonstrated	0	not demonstrated	0	not explicitly covered in demo	3	demonstrated
Audit & Compliance reporting	3	Can do this, some of the reports are out of-the-box, but others would have to be built...still can do.	3	strong abilities in reporting; ad hoc, user defined and scheduled	2	considered a custom report	0	does not show every action on an account	3	demonstrated	3	demonstrated
Ability to prepare/share certificates of completion	3	Users can print their diplomas; diploma templates are configurable	3	highly configurable; plus completion page/acknowledgement; rating the training, offers suggestions for users like you	2	can view or print certificates, unable to turn off ability to print certificates.	3	Option to customize; off by default, can turn off option on for courses desired; configured segmented by agency	3	demonstrated	3	yes - visible certificates
Gradebook features	3	demonstrated	3	strong features, including observation of competency, pass/fail, grading, etc	2	instructors can enter scores; unable to do bulk updates at this time	0	not demonstrated	3	demonstrated	3	multiple score/grading options
Learner Progress	3	See 6.01	3	demonstrated; standard learner report/dashboard, includes: no shows, strong drill down; exports to excel; view time, accessed counts, etc for all AICC or SCORM content	3	ability to check enrolled course progress at learner level	3	dashboard/reports, and visual management available regarding learner progress	3	robust reports and dashboards from admin, to manager, to learner view	3	demonstrated
Support for email attachments	3	classes can contain attachments	3	demonstrated	1	not at this time	3	demonstrated email attachments	3	demonstrated	3	demonstrated
External Training - classes meant for outside learners not visible to internal state workers	3	demonstrated	3	OU structure makes curriculum visible as appropriate	1	everyone can see all added learning events, not separated by agency	0	not demonstrated	3	same functionality as domains	3	demonstrated, ecommerce/domain separation
Ability to interface with facilities management system(s) (classroom scheduling, etc)	2	Can develop data feed for location OU; not to reserve space	2	can develop data feed for location OU; not to reserve space	2	shows conflicts in the room, but not connected dynamically or via feed	0	not demonstrated	0	not explicitly covered in demo	0	not explicitly covered in demo
Ability to interface with Active Directory (added)	3	API/Webservices available for data feed or integration	3	demonstrated	0	did not demonstrate; but since it can integrate with other systems, it is plausible AD data could be fed into system.	3	API - open access for data feed	3	Open API or datafeed; mass upload	0	not explicitly covered in demo
Ability to collect payment	3	demonstrated	3	yes	0	did not demonstrate	0	not demonstrated	3	verbalized	3	demonstrated
Live/Online Notifications	3	Alert notification funcationality, somewhat filterable (e.g., past due, required, etc)	3	demonstrated	0	did not demonstrate	3	reference to reminder messages	3	demonstrated	3	demonstrated
Automated (email)/scheduled reporting features	3	demonstrated	3	demonstrated	1	inadequate reporting features - one standard report	0	not demonstrated	3	demonstrated	3	demonstrated
Ability to use phone, tablet, etc (added)	3	ipad, pc, mac, phone, etc	3	demonstrated phone, tablet	2	compatible on tablets, not on phones - possibly by end of year	3	demonstrated	3	demonstrated	3	demonstrated
Modify due dates (added)	3	demonstrated	3	demonstrated	0	did not demonstrate	0	not demonstrated	0	not explicitly covered in demo	3	demonstrated
Practice tests/sessions	3	demonstrated	3	can configure as many quizzes/types as desired	2	not explicitly demonstrated, but multiple tests can be configured - no reason why one couldn't be a practice test	0	not demonstrated	3	demonstrated	0	not explicitly covered in demo
Ability to assign work/homework	3	demonstrated	3	demonstrated	0	did not demonstrate	0	not demonstrated	0	not explicitly covered in demo	3	demonstrated
Can be configured to meet Federal & State data retention requirements	3	verbalized	3	demonstrated	0	did not demonstrate	0	not demonstrated	3	verbalized	0	not explicitly covered in demo
Ability to bill for training	3	demonstrated - invoice, can be set up as "free"	3	demonstrated	0	did not demonstrate	0	not demonstrated	3	verbalized	3	demonstrated
Ability to do inter agency charging	3	demonstrated - invoice, can be set up as "free"	3	demonstrated	0	did not demonstrate	0	not demonstrated	3	verbalized	3	demonstrated

Detailed Requirements	SumTotal (Learn demo 7/24) Ability of Vendor 3/2/1	Notes	Cornerstone (OnDemand demo 6/25) Ability of Vendor 3/2/1	Notes	NeoGov (Learn demo 7/18) Ability of Vendor 3/2/1	Notes	Bridge (Learn demo 3/21) Ability of Vendor 3/2/1	Notes	Saba (Learning management demo 4/16) Ability of Vendor 3/2/1	Notes	SAP (SuccessFactors demo 4/19) Ability of Vendor 3/2/1	Notes
External users - unable to see internal state training offerings	3	demonstrated - role based by domain	3	demonstrated	1	unable to separate added content at this time (agency level view not available)	3	role-based, dynamic	3	demonstrated	3	demonstrated
WCAG 2.0 compliant (accessibility)	3	Invest every year in this. "Accessibility is a core component of our corporate DNA". Customer configurable, and they also have accessibility templates/schemes. $2 M investment annually	3	demonstrated	3	demonstrated	3	demonstrated	0	vendor not sure if they meet WCAG 2.0 compliance; parking lot item	0	not explicitly covered in demo
Ability to do mass waivers	3	demonstrated	3	set up as equivalent training; able to dynamically assess and assign waiver.	0	did not demonstrate	0	not demonstrated	3	can do equivalent course or user test out for demonstrated competency on system	0	not explicitly covered in demo
Ability to use pass/fail grading system	3	Pass/Fail is a flag	3	demonstrated	3	yes; individually entered; passed/not passed/status pending	3	multiple types of grading options	3	multiple options	2	demonstrated
Ability to manage course status	3	Instructor (or whomever?) has ability to interact with class details from the roster, and update student status, do diplomas, set charging details, etc.	3	strong features; active, deactivate, number registered, wait list, etc	2	cannot delete a course that is open	0	not demonstrated	3	demonstrated	3	demonstrated
Support for question sets	3	demonstrated	3	randomization of question sets for	2	randomized questions is one format	3	excellent use of question sets	3	demonstrated	0	not explicitly covered in demo
AVERAGE	2.975	SumTotal	2.950	Cornerstone	1.388	NeoGov	1.725	Bridge	2.775	Saba	2.300	SAP

Appendix 3 – System Demonstrations: Stakeholder Input

All agency LMS administrators were invited to participate in the vendor system demonstration sessions. Stakeholder ratings and feedback was gathered from 73 participants from 22 different organizations. Representative agencies included Department of Corrections, Department of Social and Health Services, Labor and Industries, Health Care Authority, Department of Transportation, Department of Natural Resources and 16 other agencies participating in the LMS demonstrations.

The pre-demonstration script was given to all 6 vendors prior to their visit. The script was mirrored in a feedback form which was broken into 6 sections for demo attendees to rate, and include any specific written feedback. The six sections DES requested the vendors to address were:

- User Interface
- Learner Management
- Manager Features
- Course Management
- Analytics
- Instructor Interactions

The rating scale used was a 5-point scale, with 5 being "Really Like", 4 being "Like", 3 being "Neutral", 2 being "Do Not Like", 1 being "Really Do Not Like".

The ratings were tallied for each feedback survey respondent and averaged by vendor. The following table represents the results of this scoring for the individual sections as well as overall. The shading of the scores represents the relative value of the vendor in that category, with green being the best, and lightening to yellow for the worst:

Vendor	User Interface	Learner Management	Manager Features	Course Management	Analytics	Instructor Interactions	Overall Average
Saba	4.67	4.38	4.36	4.42	4.55	4.50	4.48
Bridge	4.40	4.23	4.15	4.35	4.61	4.13	4.40
CornerStone	4.44	4.06	4.44	4.00	4.56	4.00	4.27
SumTotal	4.04	3.92	4.09	4.14	3.86	4.29	4.04
SAP	3.55	3.65	3.85	3.40	3.94	3.71	3.70
NeoGov	3.00	2.33	2.00	2.67	2.50	2.50	2.50

Appendix 4 – Marketplace Survey

The six vendors who demonstrated their LMS were surveyed to collect general information about system implementation and data migration approach, licensing structure, implementation costs, system support models, training, and customer base. The survey included 11 questions.

All six vendors provided responses to the questions in various levels of detail by the deadline requested by DES.

The questions were weighted with regard for their relative importance to the feasibility study and subsequent recommendation, in addition to their impact on an implementation of the vendor's system. The weighting scale was from 1 to 3, with 1 representing an item of less relative importance or impact, to 3 representing an item of high importance or impact.

Vendor responses were then rated on a scale of 1 to 3 and considered both in terms of the character of the response, the excellence level of the vendor's capability, cost, approach, etc., and to the relative quality of the response/capability to the other vendors. The weighted scores were then tallied, with the maximum possible score being 84, and lowest possible score being 28.

The tables on the following two pages show the results of the comparative scoring for the marketplace survey.

Scorecard	SumTotal Learn				Saba				NEOGOV (Learn)			
Evaluation Criteria	Weight	Score	Comments (23 page response)	Wtd Score	Weight	Score	Comments (29 page response)	Wtd Score	Weight	Score	Comments (2 page response)	Wtd Score
High-level breakdown of costs to migrate or convert	3	3	Total implementation $0.00 • Does not include moving DOT from SumTotal Performance	9	3	1	Total implementation $67,560	3	3	2	Total implementation (including training) $25,000	6
High-level breakdown of costs to use system (e.g., licensing, etc.)	3	2	Total licensing $720,000 annually • Appears to be hybrid approach - licensing for all internal users plus estimated logins by external users (64,000 + 1,500 logins/month)	6	3	3	Total licensing $556,000 annually ($8.00 per user per year internal) ($4.00 per user per year external) • 64,000 x $8.00 = $512,000 • 11,000 x $4.00 = $44,000 • Selling/collecting for training is included in cost	9	3	3	Total licensing $415,000 (good only to 12/31/2018) • Normal licensing would be $650,000	9
Longevity of price guarantee	2	1	Not addressed as intended. • Don't think they understood the question • SumTotal guaranteed their pricing for 90 days; pro	2	2	1	Pricing guaranteed until 1/1/2019 • Don't think they understood the question	2	2	2	Reduced price guaranteed for 2 years • If increased after 2 years, 60 days written notice	4
Licensing approach	1	3	• Hybrid approach for licensing • Active internal users = 64,000, so would use "Named Users" model - one fee ($10/year??) would allow unlimited logins each month • External users = 11,000, would use "Unique Logins" model, which would consume one unique login for the month when external user logs in ($3.33/login/month??)	3	1	3	• Based on Active Users: access for every individual in the database; each user has unlimited access to the system and its features and functions • Registrations: tracks the number of registrations occring during the year; fees based on consumption of courses as opposed to number of users • Hybrid of the above	3	1	3	• Licensing cost based on estimated users (64,000 internal, 11,000 external), and would include access for unlimited users	3
Cost structure for training content	3	1	• Not answered? • Licensing cost includes "advanced content versioning module", is this related?	3	3	1	• Internal content can be uploaded, 550gb storage comes with the package • Saba works with multiple 3rd party vendors for content creation and connection; pricing would be separate	3	3	2	• Annual license includes training content • Over 250 online courses • Growing library of content created and shared by other State and Local government agencies	6
Approach and timing for migration/conversion	3	3	• 15 week project (typical timeline) • Current vendor for existing LMS • End-to-end controled process for migration to the new platform • US based employees • Engagement management includes weekly meetings and reports for duration of project • Configuration workshop • User data import configuration (tool) • Data migration (SumTotal will do) • Import history (standard utility, ANY source provided by DES) • LMS admin coaching onsite • UAT with consulting assistance • Go-live consulting support, including dedicated services the first two weeks post go-live	9	3	3	• 19 week project • Up-front business process review to explore requirements • Implementation readiness training for Project Team • 400 flex/custom fields and toolset for integration of legacy Talent Management System • HRIS integration, content loading, history, transcripts • Import data via APIs or embedded Saba Cloud Integration Studio, with Rapid Data Import (encryption extra) • Out of the box data mapping tool utilizes flat file delimited format	9	3	1	• Work with customer on a timeline and process to accommodate customer's priorities • Weigh the options of a phased approach, migrate a few departments at a time • Determine/identify how existing data from the current system can be exported, what format, field mapping, etc. • NOTE - very sketchy information, missing any real detail about approach or how they've done it before	3
Native functionality vs 3rd party add-ins/interfaces	2	3	• Don't anticipate any 3rd party add-ons based on currently available information • NOTE - SumTotal did not cover eCommerce, which seems to be a common add-on requirement. Assuming this is normal add-on functionality, we rate this based on ability to provide all other functionality.	6	2	2	• Training content is typically handled by 3rd party vendors	4	2	2	• All current Learn functionality is native to the software • Potential future partnerships with other content providers may necessitate an interface • At this time would not anticipate any functionality being handled by a third-party add-in or interface	4
Customer support model	3	3	• Ticket-based web and phone support • 24x7 support, including Premier Support - dedicated support engineer and enhanced response times • Clear assignment of severity levels with initial response time SLA • 2-person account team • DSC Case Management Portal, with report metrics • Monthly admin coaching (2 hours of bi-weekly, or 4 hours monthly, coaching) • Comprehensive online knowledge base • Dedicated mobile app • 3x per year updates included	9	3	3	• Follow-the-sun coverage in all global reasons via live voice, 24x7 coverage, no extra charge • Can open cases via chat or support portal on internet • Support offices around globe; California office is home office • Analysts are certified in the package; advanced support = advanced skills • Maintain 99.9% availability of the product each month • Updates to the package are included in cost (3x/year)	9	3	1	• Unlimited support Mon-Fri 6:00am to 6:00pm PT • Customers can call a Customer Support Rep directly or submit a request online for response within the same business day • NOTE - lack of support over weekends could be problematic	3
Customer support cost breakdown	3	3	Included in annual fees	9	3	3	Included in annual fees	9	3	3	Included in annual fees	9
Recent SOC 2 audit & findings	3	3	• Yes, available if requested • Not aware of findings that might affect State's security & technology review	9	3	3	• Yes, can be obtained if appropriate NDAs in place • Commitment to all applicable security standards	9	3	3	• Yes, completed June 30, 2018 • Prior SOC 2 audit completed June 30, 2017 • Zero exceptions noted	9
Profile of customer base	2	3	• Largest independent provider of integrated HR solutions • 6,700 Skillsoft customers, 3,500 SumTotal customers • Current State of WA, also KY • Counties of San Diego, Riverside, San Bernardino, Santa Clara • Education systems - UCal system (300,000 users), Cal State universities (45,000 users)	6	2	2	• 4,000 customers, 33mm users • 2,000 customers on Saba learning platform, with over 650 on Saba Cloud • Customers include numerous similar-size enterprises (Aflac, BNY Mellon, Hyatt, RR Donnelley), but no state or municipal governments listed	4	2	3	• 6,000 customers • Services only State & Local Governments and Higher Education • Approximately 50% of States are NEOGOV customers	6
Total Score				71				64				62

Scorecard	The Bridge (Instructure)				Cornerstone Learning Suite				SAP Success Factors Learning			
Evaluation Criteria	Weight	Score	Comments (8 page response)	Wtd Score	Weight	Score	Comments	Wtd Score	Weight	Score	Comments	Wtd Score
High-level breakdown of costs to migrate or convert	3	1	Total implementation $75,000 • Might included "white-glove" migration service if course content is not in standard SCORM format	3	3	1	Total implementation $140,000 • Further scoping would be required, could be as low as $110,000	3	3	1	Total implementation $139,900 • Platform + $22k, Learning Management = $113k, also travel expenses	3
High-level breakdown of costs to use system (e.g., licensing, etc.)	3	3	Total licensing $415,000 annually ($5.95 per user per year internal) ($3.20 per user per year external) • 64,000 x $5.95 = $380,800 • 11,000 x $3.20 = $35,200	9	3	1	Total licensing $1,015,000 • Could be as low as $690,000 • Very non specific response including ranges: •••$8 to $12 per user per year •••$90k to $115k add-on support package and integration connectors	3	3	2	Total licensing $320,000 (this can't possibly be right) • Annual costs $282,624 for internal users, $39,960 for "functional" users - included under the implementation question • Very offhand comment saying "with cloud solutions, you pay a recurring subscription fee that is usually calculated on a per-user, per-month basis", but NO quote as to cost • NOTE - looks to be the most reasonable annual cost on the surface, but the hidden cost of accessing SAP through their cloud grades them down to a 2	6
Longevity of price guarantee	2	3	Guaranteed for 4 years • Item 2 response, and Exhibit 2 in vendor response indicates 4 year price structure	6	2	2	Guaranteed for duration of contract term • Future price increase after contract expiration not to exceed 4.5% ("innovation index") • No mention of typical contract duration	4	2	2	Guaranteed for duration of contract term	4
Licensing approach	1	2	• Based on "Active User" • Active User = user (learner, admin, author, manager, other user associated with the organization) who is authorized to use the system with a login credential • Interesting comment due to apparent price structure above, where internal and external users are clearly a different rate	2	1	2	• Not well described ("sales speak") • Model based upon annual subscription determined by volume of users and modules subscribed to • For this, would be complete Learning Management and Extended Enterprise Suite, configured for WA DES scope	2	1	2	• Same basic answer (same wording) as question 2 around subscription-based licensing, including the cloud solutions costs	2
Cost structure for training content	3	2	• 20 off-the-shelf, fully customizable courses with topics and subjects in HR/Compliance, Safety and Business skills • Can provide content from over 10 content partners for purchase for each and every functional area and department within the State of WA	6	3	2	• Based on subscription licensing model • Content is purchased in tandem with an LMS contract and is activated at launch to optimize user adoption and utilization. • Content package would be tailored to client needs • Cornerstone offers 30,000 course titles, via parnerships with 35 content providers • NOTE - likely expensive add-on to include content, but unsure from response	6	3	1	• Not answered? • "SuccessFactors provides standard manuals and virtual training via customer community	3
Approach and timing for migration/conversion	3	2	• 15 week project • Kick-off • Technical configuaration • Training • Wrap up • Project could be completed in tighter or longer timeframe depending on client needs and configuration requirements • "Out-of-the-box ready, meaning all functions are fully enabled at launch. • NOTE - very little detailed information, but see Exhibit 1 in response for high level list of steps/activities	6	3	2	• 12 week project • Template-based migration • Integration specialist for testing & final migration • Meetings between Solution Delivery Architects and WA stakeholders to define SOW, project requirements and timelines • NOTE - very little detail around this and length of project (8-12 weeks) shows a lack of understanding of the project complexity	6	3	2	• 18 week project • Flexible deployment options for expanding or replacing HR systems • Includes part-time AspireHR Project Management • Standard knowledge transfer to Project Team • Standard workbook and configuration support • Standard flat file integration, utilizing SAP pre-delivered connectors. NOTE - IT Team is responsible for setting up the middleware •Travel expenses are additional, implementation costs are time and materials, will offer fixed fee once scoping is completed •Client responsible for data cleansing and conversion audit • NOTE - not as detailed as some in terms of overall plan/approach	6
Native functionality vs 3rd party add-ins/interfaces	2	2	• Would leverage 3rd party partner for "selling training", particularly selling/collecting funds, contracting, billing, invoicing, etc. • Business Intelligence and Analytics Platform would require Domo or Tableau • Other functions are native • NOTE - probably the clearest most honest answer of those reviewed so far	4	2	3	• All known functionality is native to the software, except payment gateway - supported through Cybersource. • NOTE - assuming that eCommerce functionality would be 3rd party for most if not all vendors	6	2	2	• Fully integrated with SAP on-premise tools utilizing real-time or near-real-time APIs, direct API integration and flat files • Detailed information in the response about HOW this all works (integration, interfaces, etc.) but no real information about standard LMS functionality that is native to the software vs requiring connection to something else • That said, it appears the software can connect to just about anything	4
Customer support model	3	2	• Standard three-tier customer/technical support model • First tier support = local admins (State of WA resources) or Bridge support • Second & third tier support = Bridge support • State chooses support packages when purchasing the Bridge • Admin support is included in the Bridge subscription fee (!) • Additional support options are extra	6	3	2	• Focus is on self-sufficiency and value realization • Core services include Lauch Support, Cornerstone Help (inline and online resources such as troubleshooting and training vids, relevant documentation, and internal admins), Ask An Expert client community, Office Hours (live interactive sessions), Expert Webinars, Cornerstone University • Admins have 24x7 access to self-service resources in the Success Center (knowledge base and customer community) (NOTE these are only TWO admins designated by State who are allowed to contact support directly) • Phone support Monday through Firday (for administrators) • Additional services cost extra	6	3	2	• A lot of language around the "SAP Support Portal" • The implication is that some levels of support would incur add-on costs • 24x7 advisory channel (what is this) - looks like primarily if not exclusively for administrators • "Enterprise Support" is included with the "subscription" • Support brokendown by priority level, and each level (P1 through P4) is assigned a number of hours. Included would be P2 through P4 support, with 4 hours for P2. P1 through P4 fully is extra cost - 20% of subscription price	6
Customer support cost breakdown	3	2	• Standard is included in annual fees, but more in-depth support is extra cost. • NOTE - the overall licensing fee is very low compared to SumTotal, so extra cost would still likely bring in total annual cost well under.	6	3	2	• 3 Support packages are available, and they are a separate annual recurring service fee • Cornerstone provided additional fact sheets with details • NO additional cost information included	6	3	1	• "Full" support, i.e., "Preferred Care" would be an extra 20% of the subscription cost	3
Recent SOC 2 audit & findings	3	3	• Yes - see Exhibit 5 • No findings that might impact security and technology review • Copy can be provided upon request and NDA	9	3	2	• Yes, with no findings that would impact Cornerstone's ability to provide services • NOTE - very non-distinct answer compared to others; no offer to obtain the report(s), no disclaimer that the Security and Technology review would not be impacted	6	3	1	• No direct answer to this question, to quote: "SAP's annual reports and quarterly documents for the past years are available at:...." • Link provided is financial reports, and cursory examination (and search) looking for SOC 2 came up empty handed	3
Profile of customer base	2	2	• 3,000 customers in 65 countries • Strong presence in academic space; have implemented several statewide LMS offerings to networks of universities and K12 institutions • Several large-scale rollouts to companies with 60k users and with distributed workforces	4	2	3	• Over 3,550 clients worldwide • Over 2 dozen clients with 50,000+ userd, 23 of them over 150,000 • Some significant clients in the public sector (City of Seattle, City of Los Angeles, Maricopa County (AZ), State of North Carolina • Also several clients in Education and Healthcare, among other industries	6	2	2	• "Global leader in business applications" according to SAP • Lots and lots of customers, no specific information on who currently uses their LMS system(s) • Assigned a "2" simply because it's clear they are large and likely have similar clients	4
Total Score				**61**				**54**				**44**

Appendix 5 – Additional Consideration: LMS Industry Standings

As additional consideration around vendor capabilities and reputation in the industry for this feasibility study, the following independent ratings from Gartner Group, Nucleus Research, Aragon Research and Fosway Group depict SumTotal's consistent industry standing as a strategic challenger, visionary, and learning leader: