

# Robotic Process Automation RFP

---

## Questions & Answers

---

September 2022



**Orange County Employees Retirement System (OCERS)**

2223 E. Wellington Avenue, Suite 100

Santa Ana, CA 92701 USA

(714) 558-6200

[www.ocers.org](http://www.ocers.org)

Question		Response
1.	What is the organizational structure and headcount by business unit (e.g member services)?	<p>We have 5 divisions: Internal Operations, External Operations, Investments, Internal Audit and Legal. Under Internal Operations, there are 5 departments: Finance, Human Resources, Information Technology, Information Security and Operational Support Services. Under External Operations, there are 3 departments: Communications, Disabilities and Member Services. The Legal division does not have departments under it. Internal Audit does not have departments under it and reports directly to the Board. The approximate headcounts for each team are as follows:</p> <p>Communications: 2  Disabilities: 6  Executive: 4  Finance: 9  Human Resources: 5  Internal Audit: 4  Legal: 5  Information Technology: 10  Information Security: 2  Investments: 11  Member Services: 52  Operational Support Services: 3  Headcount is expected to increase in 2023.</p>
2.	Can offshore resources be used?	Our preference is for US-based resources to be used but may consider the use of offshore resources if there are compelling reasons to do so.
3.	RPA Vendor Questionnaire: Do service Providers/system integrators (non-software provider) need to complete the questionnaire?	In Appendix A (Scope of Services), under Project Deliverables, we are asking for each vendor to (2) Recommend an RPA Solution and (3) Implement an RPA Solution. We recommend completing Vendor Questionnaire with the RPA solution you implement most often, or the RPA solution you believe would be best for our needs based on the information currently available to you.

4.	The scope in the RFP and the Questionnaire Scope for Pricing appears to different. Which do you want pricing for?	Please use the scope included in Appendix A (Scope of Services), under Project Deliverables to provide cost/pricing information.
5.	Please clarify expectations regarding the verbiage under scope that says "Joint bot development".	Our expectation is that members of our IT Programming team will be involved in developing and deploying bots at some point in the project (less likely at the outset, more likely after we add more resources and take on more responsibility over time). Therefore, we would prefer to have some knowledge sharing and cross training during bot development.
6.	How do you want agnostic System Integrators to handle these questions if not providing software?	Please see the answer to Question 3 above.
7.	Is there an existing COE with templates / artifacts that can be leveraged for this initial phase of work or will one need to be created jointly with OCERS (e.g. COE & Operations set-up is referenced in the questionnaire, but not in the RFP)?	There is no existing COE and no templates / artifacts.
8.	What is the OCERS' current infrastructure (AWS, Azure, etc.)?	A mixture of on premise (hosted datacenter) and SaaS applications. We could utilize Azure if needed for this project but would need to account for those costs in the project pricing.
9.	Can this bid be combined with the "Futurist" RFP?	The same individual/firm may submit proposals for both RFPs, but we prefer they be two separate proposals.
10.	Is it okay for a bid to be from two companies? One for implementation and the other for development, deployment and support? Does one have to be prime, or can it be bid in two parts?	A single proposal from two companies would be acceptable.
11.	Which department(s) would the work be managed under?	This has not been determined yet.
12.	Other than the PROD environment, what other environments is OCERS expecting to support this implementation and it's future after production?	We would rely on the vendor's recommendations in terms of how many environments and what types of additional environments would be needed to appropriately rollout/support an RPA initiative from a best practice perspective.
13.	What types of systems does OCERS currently have in place that would be	All of our systems are potential candidates to be included in an RPA implementation. The primary

	included in the implementation? (Telephony, IVR, GL/Financial Systems, ERP Systems, Custom Applications/Systems, Intranet Applications, Extranet Applications, Web/Cloud Based Software, Client based software, Databases (product and version please), Office Products (Access, Excel, Word, etc.) (product and version please) , SharePoint (version please), Mobile Applications, Mobile Web Applications, Imaging/Content Management, Other?)	systems would be our Pension Administration System and our Financial System. You can access our Enterprise Systems list here: <a href="https://www.ocers.org/sites/main/files/file-attachments/enterprisesystems.pdf">https://www.ocers.org/sites/main/files/file-attachments/enterprisesystems.pdf</a>
14.	What is the expected annual budget for OCERS on this project?	There is no set / anticipated annual budget. We expect the annual budget for RPA to fluctuate depending on how successful RPA is for us, where we are at in the process, how many processes we decide to automate, etc.
15.	What is the current expected timeline for this project?	We would like to complete the Project Deliverables defined in Appendix A within 12 months of executing a contract.
16.	Shall optimization be considered for manual as well as automated processes? (Redesigned processes as well as redesigned software?)	The goal is to eliminate manual processing (when possible) for the selected in-scope processes. If it is determined that it is best to leave a portion of a process as manual, then yes, we are open to optimizing the manual portions of the process.
17.	Has OCERS identified a process for identifying and ranking the eligible systems or will that be part of the project?	Please see item #1 (Process Discovery, Assessment, Analysis and Selection) under Project Deliverables in Appendix A (Scope of Services). Our expectation is that the contracted vendor will analyze our processes and present us with the highest-value automation opportunities, in a ranked order. OCERS will then decide on the top 3 to 5 processes to automate depending on what OCERS determines the value to be and feasibility of automating each process.
18.	Is the plan to implement new processes in parallel with existing process or replace?	This would be dependent upon the process being automated. In some cases, parallel may be preferred, in other cases, replace may be preferred. This will likely be a case-by-case decision and will depend on how much testing can be performed in a test environment prior to implementing in production.
19.	Has OCERS identified implementation schedules	Please see the answer to Question 15 above.

20.	Has OCERS identified limits for how long systems could operate in parallel while testing?	This will likely be a case-by-case decision.
21.	Is OCERS currently measuring productivity? If so, how? Is there a defined increase in productivity targeted? 20% increase, etc.	OCERS is not currently formally measuring or documenting productivity. However, each individual/team has a general understanding of how long it normally takes them to complete a specific set of tasks or processes. We have not defined a target increase in productivity, as we expect the productivity gains will vary depending on each selected process.
22.	Does OCERS currently measure employee efficiency? If so, how? Is there a defined increase in productivity targeted? 1% increase, etc?	Please see the answer to Question 21 above.
23.	Does OCERS currently measure response times? If so, how? Is there a target for improved response times?	It is unclear what is meant by “response times.” We do not currently measure “system” response times (pension application, financial system, servers, databases, web applications, SaaS applications, etc.). If the question is related to how quickly our agents respond to member phone calls, we have some data on those response times. If the question is related to how long it takes an individual or team to complete a particular process, please see the answer to Question 21 above.
24.	Is there a defined methodology for measuring response times post implementation?	No, we would expect the selected vendor to propose the best method for measuring how long it takes to complete a particular process for both before and after the automation to accurately gather the gains in productivity.
25.	Is there a centralized monitoring system in place to measure response times? If so, how? If not, will there be a centralized monitoring system in place? If yes, what system? Splunk, DataDog, etc.	There is no system in place today. If a monitoring system is required or recommended as part of an RPA implementation, please include that in your proposal.
26.	Are work volume increases seasonal?	Yes. Typically, more retirement applications are received from January to March. As retirement applications continue to climb, our “busy season” has been extended sometimes through June.
27.	Are work volume increases related to well-known events?	Yes and no. Sometimes the work volume increases can be anticipated, other times they cannot.

28.	Should the new systems be designed to scale on demand or will they be planned?	Either solution would be acceptable.
29.	What technology stacks are currently operational that may be impacted by RPA? (Various Operating Systems? IVR? Database Platforms? Programming Languages?)	Please see the answer to Question 13 above.
30.	Does OCERS currently utilize monitoring software that could be used to capture system metrics?	Please see the answer to Question 25 above.
31.	Does OCERS track Customer Satisfaction / Experience metrics? If so, how?	Currently we do not. Prior to COVID, we issued survey cards to members who came to the office for an appointment.
32.	Does OCERS measure Customer Satisfaction / Experience metrics? If so, how?	Please see the answer to Question 31 above.
33.	Has OCERS defined the measurable increase it expects as an outcome of the RPA project?	Please see the answer to Question 21 above.
34.	Will part of the engagement be to assist with identifying the systems eligible for RPA?	Part of the engagement will be to assist with identifying the processes eligible for RPA. Please see item #1 (Process Discovery, Assessment, Analysis and Selection) under Project Deliverables in Appendix A (Scope of Services).
35.	What specific metrics will be used to measure program success?	Please see the answer to Question 21 above.
36.	What are the expected annual savings and ROI in the first year of the program?	There is no currently defined annual savings or ROI for the first year of the program. This will be heavily dependent on which processes are selected and how much they can be automated.
37.	Will actualized savings be reinvested into the RPA program?	The RPA program will be funded at the levels deemed appropriate by the organization to obtain a positive ROI.
38.	Any specific metrics (# of FTEs, # of transactions per FTE, process handling time, etc.) in regard to the following requirement:  Increase Agency Productivity – We would like to increase the productivity of the entire agency by using RPA to take advantage of processes where bots can (a) perform transactions quicker than humans	Please see the answer to Question 21 above.

	<p>and (b) process transactions 24 hours a day/7 days a week.</p> <p>Reduce Timelines – Various processes at OCERS can take anywhere from hours to months to complete. Anything that can be done to reduce the timelines for various processes throughout the agency will result in a better experience for our members.</p>	
39.	<p>Is there appetite for developing an internal CoE and RPA capabilities at OCERS?</p> <p>If yes, how many individuals would sit in the CoE?</p> <p>If yes, have OCERS considered a centralized or federated CoE model?</p>	<p>We are open to suggestions on how best to govern and support the RPA program. We would need a better understanding of the requirements and resources needed to establish a CoE before we could make these decisions.</p>
40.	<p>Does OCERS have goals or milestones for each year of the program?</p>	<p>Only the goals for the first year of the program have been identified at this time. Once we get into the first year of the program and evaluate its effectiveness, that will help us identify goals for future years.</p>
41.	<p>Currently, is there any RPA or automation in the organization (e.g. Microsoft Power Automate)?</p>	<p>No, but we have licenses available and are beginning to explore Microsoft Power Automate.</p>
42.	<p>Has any initial process assessment work been completed at OCERS?</p>	<p>No.</p>
43.	<p>Can OCERS provide details on existing automation use cases?</p> <p>Attended, unattended, Citizen Development etc..</p>	<p>There is no existing formal automation in use.</p>
44.	<p>What departments other than Member Services are seen as a focus area for RPA?</p>	<p>Finance, Internal Audit and IT are potential other focus areas.</p>
45.	<p>How many FTE cover the Member Services Department?</p>	<p>Approximately 52.</p>
46.	<p>What are the primary call drivers of the Member Services reps?</p>	<p>Most of the calls received from members are related to the passwords for their online account. Beyond that, the remainder of calls are related to an upcoming transaction the member is going to request. Common transactions are Retirement, Service Credit Purchases, Reciprocity, Medical Benefits, Address Changes, Tax Changes, Other Life Changes, etc.</p>

47.	Can you share a copy of your organizational chart for all departments, including FTE counts?	Please see the answer to Question 1 above and the organization chart at the end of this document.
48.	Is there an organizational preference for Cloud-First?	We evaluate each system on a case-by-case basis to determine if it is best to host the system on premise or in the cloud.
49.	What applications and/or various systems does OCERS utilize? Any custom-built in-house applications? CRMs, ERPs, etc.	Please see the answer to Question 13 above.
50.	How is Citrix utilized in the organization?	Citrix is not currently utilized in the organization.
51.	Any specific security and/or compliance requirements for cloud-based solutions?	We have a list of Technical Specification questions that we use to evaluate both on premise and cloud-based solutions. We will address those with the appropriate vendor at the appropriate time.
52.	Is there an approved budget in place, and if yes, what is it?	The approved budget for 2022 for our automation initiatives is \$350,000. We are in the process of developing our budget for 2023. Note that unspent amounts do not roll over from one year to the next.
53.	<p>“The initial term of the contract awarded pursuant to this RFP will be for a three (3) year period”, and “The selection and implementation of the initial three (3) to five (5) use cases will be the first phase of this engagement”</p> <p>What is the length of the initial phase?</p>	We would like to complete the Project Deliverables defined in Appendix A within 12 months of executing a contract.
54.	<p>The selection and implementation of the initial three (3) to five (5) use cases will be the first phase of this engagement”</p> <p>What are all the components of the first phase?</p>	Please see the Project Deliverables defined in Appendix A.
55.	Many of these questions are specific to a vendor platform. Based on Appendix A: Scope of Services Project Deliverables #2, recommendation of the platform seems to occur after award. As a services firm who partners with multiple Automation platforms – what approach should we take	Please see the answer to Question 3 above.



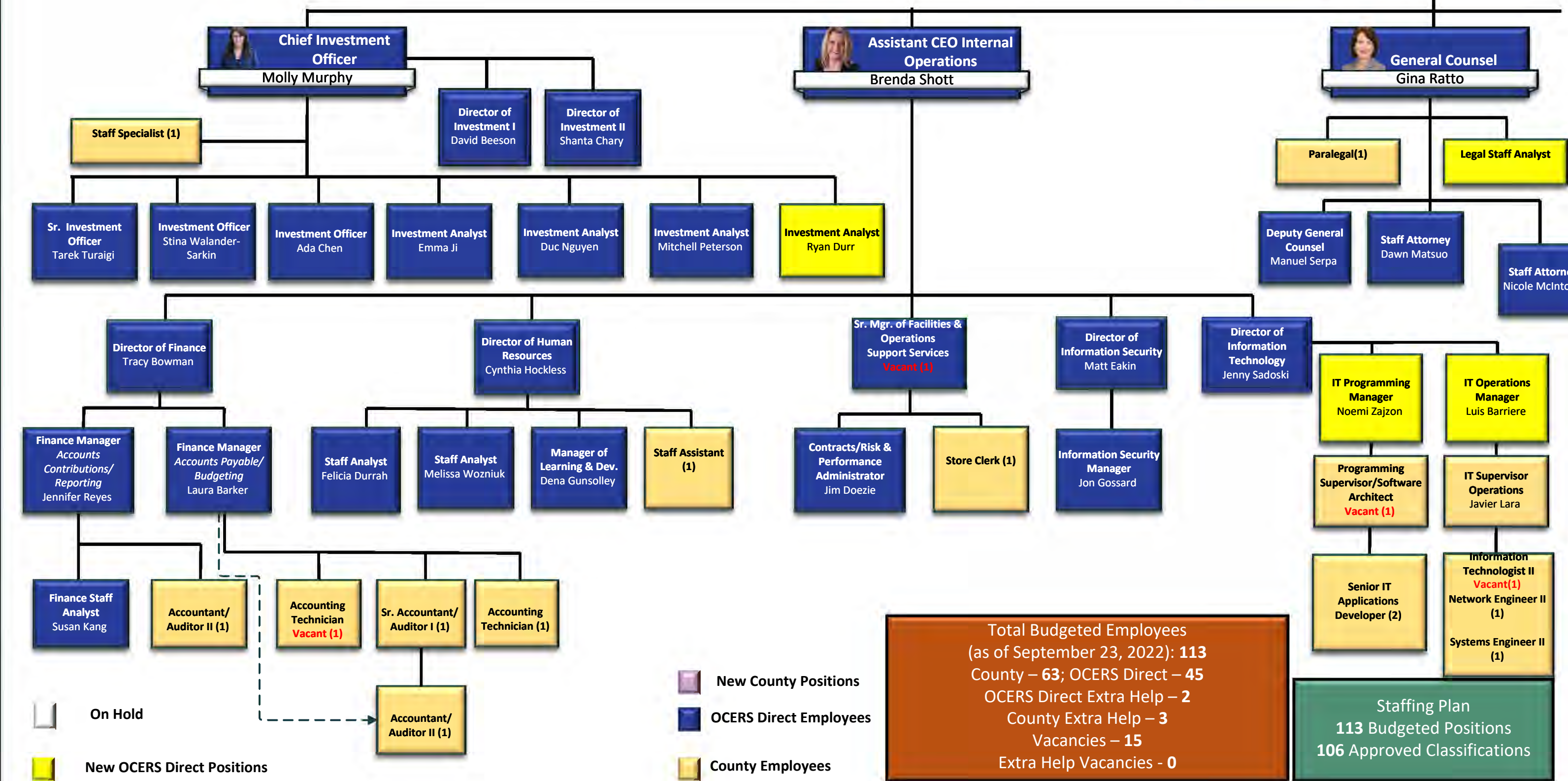
	<p>to respond to platform/OEM company specific questions in Tab A?</p> <p>This question is also applicable to some of the requests on Tab C.</p>	
56.	<p>Are we able to provide an additional table that includes a rate card with hourly rates for roles specific to RPA to cover any needs revealed after award for this scope of work?</p>	Yes.
57.	<p>Tab D: Row 41, Cell E41. It is unclear how to complete this cell. The tab has broad questions around what could be offered by a RPA solution.</p>	<p>Tab D is a pricing sheet so you can provide details of how your proposed RPA solution will be licensed and priced. Row 41, Cell E41 should include the total cost of the RPA solution proposed (software, licensing, usage costs, etc.) and the cost of the associated professional services requested in the Project Deliverables Section of Appendix A.</p>
58.	<p>Professional Services Section; it is unclear how and where to price for the examples given. Can you please provide additional clarification on how to provide pricing for this section?</p>	<p>In the pricing section of your proposal, please feel free to detail the costs associated with the requested Professional Services contained in the Project Deliverables section of Appendix A in a format that allows us to easily understand your pricing. The total estimated costs of the RPA software solution plus all Professional Services for the Phase 1 engagement should also be included in Tab D - Cell E41 in the Vendor Questionnaire file.</p>
59.	<p>Project Deliverables #4; can you provide some initial ideas of process that OCERS is looking to automate?</p>	<p>We have considered automating a few different processes, but ultimately believe it is better to perform a process discovery and assessment exercise to select the initial 3 to 5 process use cases to automate.</p>
60.	<p>Tab D: Should our answer for number of bots required reflect only the 3-5 initial automations slated for phase 1?</p>	Yes.
61.	<p>Project Deliverables: Do you want us to price the project deliverables in the RFP?</p>	Yes.
62.	<p>“OCERS implemented a new Pension Administration System...” Is the new system COTS or custom?</p>	<p>COTS with some customization. Implemented in December 2015.</p>
63.	<p>Where is the new system hosted?</p>	<p>If this is referring to our current Pension Administration System, it is on premise in a hosted datacenter.</p>

64.	Please share the "Vision 2030" document mentioned in the background section for Appendix A.	Please see the "Vision 2030" presentation from the Board's September 2022 Strategic Planning meeting at the OCERS website: <a href="https://www.ocers.org/sites/main/files/file-attachments/ocers_vision_2030.pdf?1663870057">https://www.ocers.org/sites/main/files/file-attachments/ocers_vision_2030.pdf?1663870057</a>
65.	What is OCERS' current perception of data quality?	When receiving member data from the employers we provide services for, we sometimes receive incorrect data from the employers. If we receive incorrect data, we cannot calculate a member benefit accurately. We have built data validation reports to identify anomalies and data quality issues (which may identify some, but not all issues), but historically we've had a lack of human resources available to review those reports, contact employers, and work with them to receive the correct data. Additionally, we have data availability issues, where we do not have all of the data needed in order to calculate a member benefit, which requires us to access employer systems to obtain the information (for employers where we have access), or we are required to reach out to employers and reciprocal systems via email/phone to have the necessary information provided to us (where we do not have access to their systems).
66.	Does OCERS have a preferred reporting tool?	SQL Server Report Services (SSRS) and Power BI.
67.	Process Discovery, Assessment, Analysis and Selection - Are there additional business units besides the "Member Services" group that have ideas for business process that the awarded vendor will work with to narrow down the 3-5 processes?	There are a few ideas for process automation throughout the organization. However, we believe it would be more beneficial for a vendor to identify and evaluate all of our core processes to determine which would be best for automating with RPA.
68.	Recommend an RPA Solution - Do any limitations/regulations exist within OCERS that would require an on-prem RPA solution or are cloud RPA solutions allowed?	Cloud RPA solutions would be acceptable assuming they meet our functional, technological and security requirements.
69.	Implement Automation of Selected Processes/Use Cases - Are there predefined definitions or expectations of what "demonstrate the power and possibilities of RPA to our employees, executive team, and Board" means? Would those type of milestones be defined during analysis?	We are looking for "quick wins" in terms of the initial 3-5 processes to be automated. We prefer use cases that can be easily managed and implemented (high likelihood of success, low chance of failure). We expect to tackle more complex processes in later phases. Additionally, we are looking for use cases that would show all

		stakeholders the benefits of RPA, such as a significant gain in efficiency, a significant decrease in completion time, and/or a reduction in the amount of human capital required to complete routine/mundane processes so our team members can focus on higher value activities.
--	--	---



**Org Chart**  
 Effective 09/23/2022



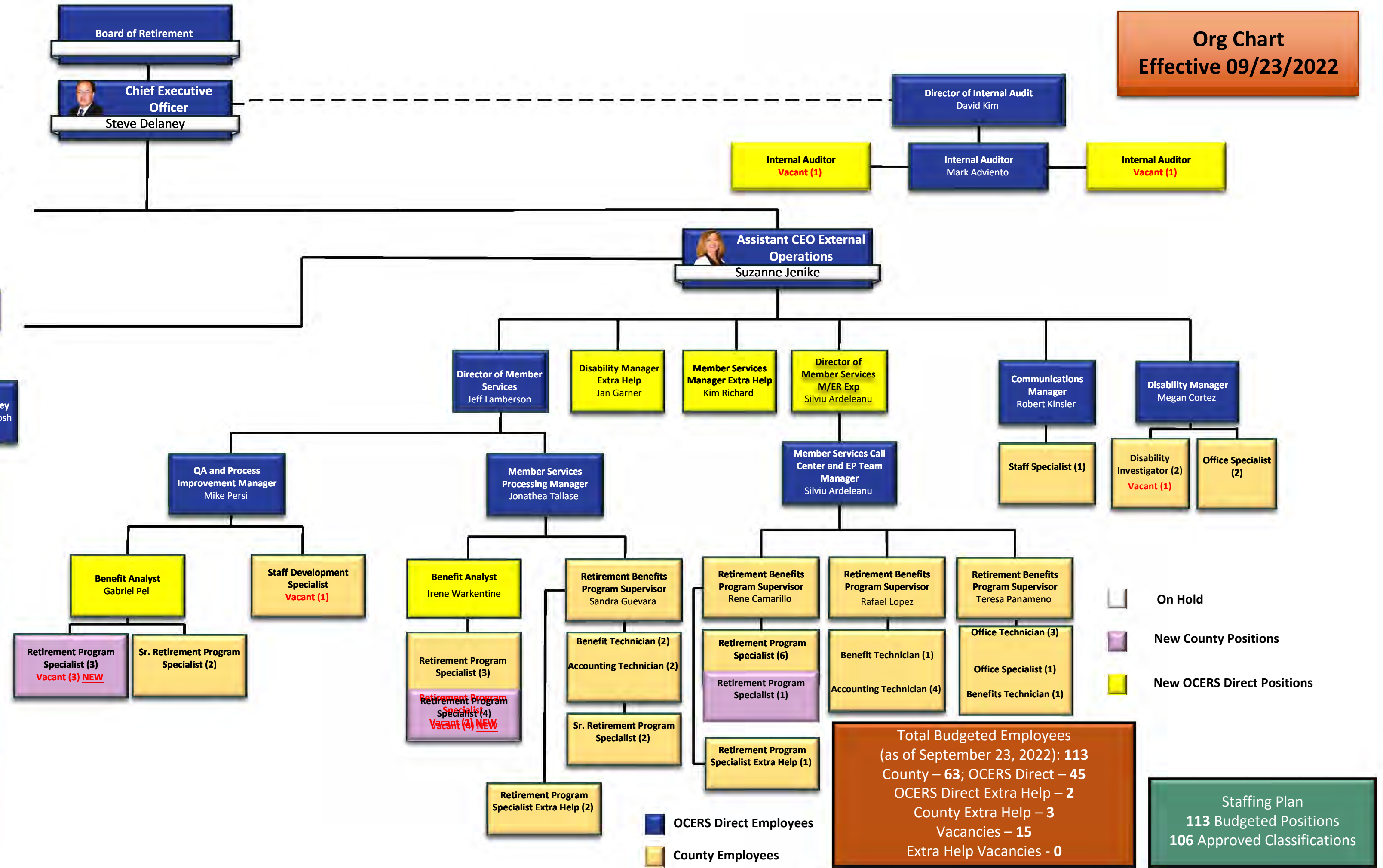
**Total Budgeted Employees**  
 (as of September 23, 2022): **113**  
 County – 63; OCERS Direct – 45  
 OCERS Direct Extra Help – 2  
 County Extra Help – 3  
 Vacancies – 15  
 Extra Help Vacancies - 0

**Staffing Plan**  
 113 Budgeted Positions  
 106 Approved Classifications

- New County Positions
- OCERS Direct Employees
- County Employees

- On Hold
- New OCERS Direct Positions

**Org Chart**  
 Effective 09/23/2022



**Total Budgeted Employees**  
 (as of September 23, 2022): **113**  
 County – 63; OCERS Direct – 45  
 OCERS Direct Extra Help – 2  
 County Extra Help – 3  
 Vacancies – 15  
 Extra Help Vacancies - 0

**Staffing Plan**  
 113 Budgeted Positions  
 106 Approved Classifications

- OCERS Direct Employees
- County Employees

- On Hold
- New County Positions
- New OCERS Direct Positions