Procurement Services

June 25, 2015

**ADDENDUM No 3**

RFP Project No. **15-05-07**

RFP Project Title: **RFP/SAP GRC Implementation – Questions**

Pre-Proposal Conference Date: June 22, 2015 Time: 8:00 a.m., Room 1E01 **rescheduled** to June 22, 2015 Time: 8:00 a.m., Room 1E01 (noted in Addedum No. 1).

**This addendum is issued to answer the following questions.**

1. Who are HISD’s implementers?
   a. AspireHR – HCM and Success Factors
   b. LSI Consulting – Finance and Procurement
   c. Abreon – Training and Change Management

2. What version of Approva is HISD using?
   a. Version 10.0.2

3. Is HISD planning to keep intact Approva?
   a. No, moving to SAP GRC.

4. What is the definition of success for this project – GRC implementation?
   a. Ability for vendor to be able to perform all activities provided in the RFP on page 23-24. Ensure HISD staff can handle activities after Go-live.

5. Is there a Project Manager for this project?
   a. Yes, vendor will be able to communication with PMO Office (Compliance Analyst, 2 Security staff).

6. Please specify the systems that need to be connected to GRC other than the SAP ECC and BI Systems?
   a. SAP SRM needs to be included.

7. We assume that the PeopleSoft application will be replaced by SAP HCM, the HR trigger needed to be configured for HCM system. Is our assumption correct?
   a. Yes

8. Please provide more details on the plan to handle the currently on-going Finance and Procurement project and GRC project in parallel and their inter dependencies?
a. We are currently in the process of designing the roles for SAP finance and procurement and the SAP HCM Security will be responsible for designing their roles during their realization phase. The GRC project will begin their Blueprinting in the Sep-Oct timeframe followed by their realization/build phase such that we can use the GRC ruleset (as well HISD specific rules that will be identified and will be included in the ruleset). The roles will be tested before the July go live for SOD violations and the vendor needs to develop a strategy to mitigate the risk or redesign the roles. All the identified workflows need to be configured and tested, including the functionalities like ARM, EAM

9. Does the existing SOD rules in Approva need to be migrated to GRC Access Control?
   a. All the required rules from Approva will be recreated in GRC if necessary

10. Is there any need to build custom SOD rules for any Systems that need to be integrated with GRC?
    a. Yes, Z-tcodes are customer related transactions and for these t-codes we need custom rulesets

11. Please provide the indicative number of BW reports.
    a. Whatever is under standard content, based on whatever areas of GRC will be implemented at HISD.

12. We understand that the installation and other basis related work for GRC is taken care by the HISD basis consultant. Is our understanding correct?
    a. Yes

13. Please provide details on the user authentication source for GRC.
    a. Active Directory

14. Please provide more details on the role of security consultants of other vendors. Please also clarify, if we need to provide efforts on any role design/redesign during/after the implementation of GRC?
    a. We are currently in the process of designing the roles for the finance and procurement and the SAP HCM Security will be responsible for designing their roles during their realization phase. The goal of the vendors is to have ZERO role level risks during implementation.

15. Does all the resources need to be at onsite or an onsite and offshore model will work?
    a. Onsite

16. Is HISD looking for a fixed bid or T&M contract for GRC implementation?
    a. Fixed Bid

17. In the pricing sheet, there is a column for offshore resources. However, in the RFP it clearly states that all work is expected to be done onsite. Will HISD be okay with doing

2 of 10
approximately 30 or 40% off the work remotely and the remaining 60% onsite in an effort to reduce costs to the district?
   a. Onsite Resources are required

18. Can you please explain what you mean by timing of resources on the pricing sheet on Form F? Whether that means HISD is allowing the use of offshore resources who will work the full scope remotely. Additionally can you please clarify if you meant onsite and offsite rather than offshore?
   a. All resources have to be onsite. We meant offsite not offshore

19. Can you please clarify what you mean by SOD workflows?
   a. SOD Workflows refers to a 3 phase approach to risk management and can be summarized as Recognize (Risk recognition, rule building and validation), Analyze (Analysis, Remediation and Mitigation) and Prevent (Continuous Compliance).

20. Is HISD aware that there is currently no SAP GRC integration with SAP Success Factors?
   a. No

21. Does HISD plan on leveraging any of the current Approva rulebooks that is currently has for SAP ECC, SRM, and PeopleSoft?
   a. No

22. For the Access Request Management GRC module, does HISD plan on implementing ARM for new user provisioning, de-provisioning, and for user access modifications?
   a. Yes

23. Please define what aspects of HR Triggers that you would like to implement? Are you referring to implementing HR Triggers in HCM for Job code changes, transfers, and terminations?
   a. This will be determined during the blueprinting phase.

24. Approximately how many SAP roles will there be in the SAP production environment?
   a. We are currently in the process of building the roles. There are approximately 250 roles.

25. Please clarify **SOD workflows.** Are you referring to the SOD Review process which is similar to User Access Review? These workflows are similar except for the fact they are a different MSMP Process ID
   a. SOD Workflows refers to a 3 phase approach to risk management and can be summarized as Recognize (Risk recognition, rule building and validation, Analyze (Analysis, Remediation and Mitigation) and Prevent (Continuous Compliance).
26. Is HISD planning to utilize GRC Production to cover an entire LANDSCAPE (i.e. SBX to PRD and all stops in between)?
   a. Yes

27. Is HISD planning to dump the APPROVA Rule books and go with delivered SAP rules and then customize as needed?
   a. Yes

28. Please clarify **MSMP and BRF+**. MSMP is the workflow engine (built upon SAP Workflow) that is utilized by SAP Access Control?
   a. Multi Stage Multi Path workflow is created on top of standard SAP workflow to facilitate the workflows in SAP Access Control
   b. BRF+ is the business rule framework/ management for ABAP applications

29. Can you please clarify what are the deliverables expected out of the end user training?
   a. Train the HISD security and compliance staff in SAP GRC, provide knowledge transfer to the HISD staff and assist the training and change management consultants in creating the end user training material

30. Does HISD plan on implementing all the SAP GRC rule sets or only the applicable ones for its core business processes?
   a. All the GRC rule sets excluding that are not applicable for the district.

31. Does HISD require assistance with the initial remediation of user access violations?
   a. Yes

32. Please provide the SAP BW system status (Version, EhP, Support Packs etc.)
   a. SAP BW 7.3 EHP1 SP 12, EP 7.1 using Federated Consumer and Producer Portals, via Bex Reports

33. Do you have any other non-SAP Data Warehouses? IF yes, are you currently reporting on the same or in integration with BI?
   a. Yes we do have custom Data warehouse, which primarily holds Student Information, but BW is also used to push Data via Open Hub. For GRC we will not be pushing any data to custom data warehouse, all data will be housed in SAP BW Only.

34. Do you use the Web Application Server for Web Reporting? If yes, is the Web Application Server integrated in the system landscape discussion?
   a. Yes all WEBAS, is already included in the landscape. We are live with SAP BW, since last 8 Yrs.

35. Is there any business need for extracting data from BW to third party interfaces? If yes, please specify all details.
   a. No
36. Do we need to consider BI content activation other than GRC in scope of this RFP? If yes please give all details.
   a. No, only BI Content activation for GRC Only.

37. Does BW need to cater data retrofit requirement for GRC feeds. Please clarify and provide relevant scenarios.
   a. Please clarify the question.

38. Authorization - What level of authorization currently exists in BW like Data Level, Report level etc.
   a. Analysis auth –DATA Level. All reports consumed via Portal, no report level auth exist, this is controlled from I views from the Portal.

39. How many authorization objects exists in current BW environment which needs to me converted into new security authorization for SAP BI reporting.
   a. Total of 20-25 Auth objects exist, but they do not need to be converted, new security Authorization is already in place.

40. Please specify if Bex or BO is the reporting tool to be used.
   a. Bex FOR THIS Project.

41. As understood, HISD will provide SAP Basis staff to support for SAP GRC project. Regarding "Initial system installation and establishing connections & System builds in Sandbox, Dev, QA, PRD, Training and other environments needed by HISD". For GRC project, how many SAP Basis analyses will be available from HISD? As understood, HISD expects supplier (i.e. SAP Basis Lead) should provide guidelines/work tasks to these SAP Basis. If yes, the assumption is that HISD will be primarily responsible for the work tasks in case not completed by these resources. Please clarify.
   a. Basis will complete any technical work but guidance and detailed tasks/expectations from the implementer should be provided

42. Regarding "HISD has two internal security resources and a compliance analyst assigned to the SAP project". Can we assumed these resources have a domain (i.e. security and compliance) knowledge to share business requirements and will be part of HISD team, to support GRC project? Please confirm and clarify.
   a. Yes

43. As understood, HISD has a plan to complete SAP GRC project within 11 months. Have you considered dependence factors due to other plan/in progress SAP projects? Does supplier need to follow mentioned fix project timeline or can supplier plan optimize timeline for SAP GRC implementation?
   a. Yes. The GRC project will begin their Blueprinting in the Sep-Oct timeframe followed by their realization/ build phase such that we can use the GRC rulebooks to test the roles before the July go live for SOD violations and develop a strategy to mitigate the risk or re design the roles.
44. Can HISD provide an illustration of their current and future state of SAP system architecture?
   a. See attachment

45. Does HISD use an identity Management solution?
   a. No

46. Is HISD using Fiori?
   a. No

47. Does HISD plan to use GRC Process Controls in the future?
   a. This will be decided in the Blueprinting process.

48. What is the source of User data in HISD? Active Directory, HCM, other?
   a. Active Directory and HCM

49. How many Organizational entities are in scope particularly for GRC workflows?
   a. All organizational entities are in scope.

50. Will the source of the HR Triggered event be HCM only?
   a. Yes but this will be further defined during blueprinting.

51. Is the HISD expectation that non-compliant business processes will be changed during risk remediation?
   a. Yes

52. To estimate effort, what is the HISD definition of remediation? Zero unmitigated risks at go-live?
   a. The purpose of remediation is to correct or eliminate SoD violations. Security Administrators should document the remediation plan and the business process owners should be involved in the plan’s development and approval.

53. Is the expectation for Remediation to be on the ERP system(s) only?
   a. Yes

54. What is the process today to mitigate a risk?
   a. Risk is mitigated by either correcting the role assignment to the user, changing the role to avoid the risk or if there is a pertinent business need, exclude the user/role to the rule.

55. How many mitigating controls are used today at HISD?
   a. 2

56. How many users are assigned mitigating controls today in Approva?
   a. Approximately 50-100 users
57. What is the process today to change roles?
   a. Roles are changed with an approval from the role owners after running a SoD check.

58. What is the process today to change rule content?
   a. We do not have a current process to change rule content.

59. Are changes to these processes expected to be included in the blueprinting phase?
   a. Yes

60. Can you please illustrate the authorization and access management governance model as it exists today?
   a. Users request SAP roles using SAP Security Request Forms available on our portal, eligibility and training is verified and upon approval of the Controller, the role(s) is granted to the user by the HISD provisioning team.

61. Are SoD risks within single roles tolerated?
   a. No

62. Is the SoD analysis required to include SAP Organizational levels?
   a. Yes

63. Is it a requirement to perform cross-system SoD scans?
   a. Yes

64. What is the quantity of SoD risks across current productive users (with and without Mitigating controls)?
   a. This information is currently not available.

65. Will the rules from current Approva system set the baseline of rules to be used in GRC?
   a. No

66. Is HISD using Sensitive Role/Profile rules in Approva today?
   a. Yes

67. Are User Groups (on the User Master) used today at HISD? How are users divided across User Groups?
   a. No for ECC and Yes for SRM

68. UAR – Role Owner or Manager based?
   a. Manager based and Role Owner based.

69. Is a UAR process in place today at HISD?
   a. Yes
70. Centralized or Decentralized EAM or both?
   a. Centralized

71. Is the plan for EAM to be user based or role based?
   a. User Based

72. Do the EAM / Firefighter governance and procedures already exist or will this be defined in the blueprinting phase?
   a. This will need to be defined for SAP GRC during the blueprinting phase.

73. Shall BRM be used for Workflow approval of role changes only?
   a. No

74. Is the expectation that GRC BRM will make changes and role generation centrally within BRM or will changes to roles be made in back-end systems?
   a. Changes will be made in the back end systems.

75. Will documentation be made available which illustrates the Authorization Concept currently used in the HISD ERP system?
   a. Yes

76. Do Authorization Concept details exist for the HCM, Success Factors and SLC roll-outs?
   a. This will be determined during the blueprinting phase.

77. Does the Governance exist for Role Life Cycle Management (Requestor, Role Coordinator, Role Owner, Process Owner)?
   a. Yes

78. What is the SLA for role changes requested of one of the HCM, SF and SLC roll-out vendors?
   a. This will be determined during the blueprinting phase.

79. Naming convention already defined?
   a. Yes

80. Will SLC, HCM, SF follow these naming conventions?
   a. Yes

81. Scenarios only or does this include data? HCM, SF, SLC?
   a. This will be determined during the blueprinting phase.

82. In the proposal, there is the statement “Change Management and End-User Training will be performed by HISD.” Does Change Management refer to the management of vendor Change Requests or the Organizational Change Management (OCM) used to drive user acceptance testing and training?
a. Organizational Change Management (OCM) used to drive user acceptance testing and training

83. Is the assumption the GRC vendor will be responsible for Unit testing and Integration testing and the HISD Change Management team will be responsible for organizing and executing GRC User Acceptance Testing (UAT)?
   a. GRC Vendor will be responsible for organizing and executing GRC User Acceptance Testing (UAT)

84. What systems are in the GRC scope?
   a. Information is not available.

<table>
<thead>
<tr>
<th>Applications in Scope</th>
<th>System Short Name</th>
<th>Qty of Access Requests 2014</th>
<th>Qty of Roles</th>
<th>Qty of Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP ECC, SRM, HCM, BI</td>
<td></td>
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</table>

85. Which GRC modules are in the scope for each system?
   a. Information is not available.

<table>
<thead>
<tr>
<th>Applications in Scope</th>
<th>System Short Name</th>
<th>GRC modules in Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP ECC, SRM, HCM, BI</td>
<td></td>
<td>ARM</td>
</tr>
</tbody>
</table>

86. Can you describe the role of the HISD project manager? Will he or she act more as a liaison or manage day-to-day activities. What percentage of his or her time will be dedicated to the SAP GRC implementation project?
   a. The HISD Project manager will act as a liaison and answer questions, provide status to management, work with the vendor to manage the project plan and ensure the deliverables are met and assist in the signoff of deliverables.
87. How many Approva controls are there currently? How many Approva controls are expected to be mirrored or transferred into SAP GRC? How many total controls are expected when implementation is complete? Will there be controls that need assessment – specifically, for HCM, Success Management and/or SLC? If so, how many?
   a. We will be using SAP GRC rule sets. No Approva rules will be migrated.

88. Does the current infrastructure environment support this initiative?
   a. Yes

89. Are Sandbox, Dev, QA, PRD and Training in place right now? If not, is there an estimation when each will be in place? Will we be provided processes for using these environments?
   a. Sandbox and Dev are in place. QA will be in place in the fall and PRD will be in place in the spring of 2016.

90. What UI is being utilized?
   a. GUI and Portal

________________________________________
Office of Procurement Services
Victoria Rivera, Sourcing Specialist

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