NEW JERSEY TURNPIKE AUTHORITY

Request for Information

For

Next Generation Human Capital Management System and Implementation

Responses Due:

October 31, 2025 at 2:00 PM ET

Submit Responses to:

NextGenHCMS@njta.com

October 7, 2025

The New Jersey Turnpike Authority (NJTA) is pursuing the implementation of an integrated Human Capital Management System (HCMS). In releasing this Request for Information (RFI), the NJTA is seeking both HCMS Solution (SW) and Software Implementation (SI) services in a single response. For the purposes of this RFI, the SW vendor is considered the Prime Vendor (Vendor) who will be the sole point of contact for NJTA. Respondents must describe in their response the SI's recommended implementation approach and timeline and demonstrate how the proposed solution meets NJTA's HCMS requirements. NJTA desires a seamless implementation of an HCMS that can couple NJTA's unique work rules with emerging technology to optimize its HR, Payroll and HR-related processes; accommodate a multi-union environment; and enable secure and compliant data-driven decision making. This is a request for information only and is not a competitive procurement for services.

NJTA requests responses only via electronic submission via email to NextGenHCMS@njta.com. All RFI related correspondence must be conducted through the specified NJTA email address; any other form of communication is not allowed.

Request for Information (RFI) Schedule	
Tuesday, October 7, 2025	RFI sent to Vendors
Tuesday, October 14, 2025	Vendor questions due by 5:00 PM ET via email to NextGenHCMS@njta.com.
Tuesday, October 21, 2025	NJTA responds to vendor questions by 5:00 PM ET via email
Friday, October 31, 2025	Vendor RFI response submissions due by 2:00 PM ET via email to NextGenHCMS@njta.com with the email subject of "HCMS RFI Response."
Friday, November 3, 2025	NJTA in its sole discretion may invite respondents for Vendor Software demonstrations and Software Implementation presentations.

NOTE: This is the anticipated schedule. While it is NJTA's intention to follow this schedule and conduct activities in a timely manner, unforeseen circumstances may arise that can affect the schedule. If NJTA elects to alter this schedule, NJTA will release that updated schedule as an amendment to this RFI via email.

Contents

Section 1. Background Information

The New Jersey Turnpike Authority (NJTA) is pursuing the implementation of an integrated Human Capital Management System (HCMS). In releasing this Request for Information (RFI), the NJTA is seeking both HCMS Solution (SW) and Software Implementation (SI) services in a single response. For the purposes of this RFI, the SW vendor is considered the Prime Vendor (Vendor) who will be the sole point of contact for NJTA. Respondents must describe in their response the SI's recommended implementation approach and timeline and demonstrate how the proposed solution meets NJTA's HCMS requirements. NJTA desires a seamless implementation of an HCMS that can couple NJTA's unique work rules with emerging technology to optimize its HR, Payroll and HR-related processes; accommodate a multi-union environment; and enable secure and compliant data-driven decision making.

1.1 Organization and Function of the New Jersey Turnpike Authority

NJTA owns and operates the New Jersey Turnpike, the Garden State Parkway and owns the PNC Bank Arts Center. NJTA was created by the New Jersey Turnpike Authority Act of 1948, as amended and supplemented N.J.S.A. 27:23-1 et seq. (the "Act"). The Act authorizes NJTA to construct, maintain, repair, and operate the New Jersey Turnpike, to collect tolls, and to issue Turnpike revenue bonds or notes, subject to approval of the Governor. On May 27, 2003, the Act was amended to empower NJTA to assume all powers, rights, obligations and duties of the New Jersey Highway Authority, which owned and operated the Garden State Parkway and the PNC Bank Arts Center. NJTA Board of Commissioners consists of eight members: five members appointed by the Governor, one appointed by the Governor upon the recommendation of the President of the Senate, one appointed by the Governor upon recommendation of the Speaker of the General Assembly, and the Commissioner of the State Department of Transportation. At this time, the Commissioner of the Department of Transportation serves as Chair of NJTA.

To maintain operations, NJTA's workforce spans across a diverse network of administrative offices, toll plazas, maintenance yards, and field locations, and includes a wide range of operational, technical, and administrative roles. The workforce is supported by a legacy Human Capital Management System that has been in place for more than 20 years. As NJTA plans for HCMS modernization, it seeks a system capable of accommodating its complex organizational structure, unionized labor environment, and decentralized operations, while advancing automation, process standardization, and long-term scalability.

1.1.1 NJTA Workforce and Organization Overview

NJTA employs approximately 2,500 individuals across a wide range of roles including toll collection, roadway maintenance, engineering, and administration (e.g., HR, ITS, Finance, etc.). Most employees are represented by one of eight labor unions, each governed by a distinct Collective Bargaining Agreement (CBA) that defines rules for pay, allowances, and time tracking. All employees are paid hourly, with many eligible for overtime compensation.

NJTA's workforce is organized through a functionally segmented structure that aligns with the operational needs of its departments and workforce. NJTA is composed of multiple departments—including Human Resources (HR), Finance, Information Technology Services (ITS), Operations, Engineering, and Tolls—each with its own compilation of employee classifications (e.g., administrative, field-based, etc.).

NJTA seeks an HCMS that can support current Payroll and HR functions including Benefits, HRIS, Recruiting, Training and Development, Labor Relations, and Core HR.

1.2 Project Overview and Background

NJTA currently utilizes PeopleSoft 9.2 as its Human Capital Management System. While this legacy platform has supported NJTA's core HR, payroll, and workforce functions for over 20 years, it is now approaching end-of-life and no longer meets the evolving operational, technological, and compliance demands of a modern workforce.

System users span multiple departments and physical locations throughout the state of New Jersey, reflecting NJTA's decentralized structure and operational scale. While all employees are affected by NJTA's legacy HCMS, over 500 employees use the system to perform their job responsibilities. These employees include nearly 30 HR and Payroll professionals, 5 ITS administrators, 200 employees with an approver role, and 300 department-specific clerks responsible for tracking and entering time.

Given this landscape, at a high level, NJTA requires a modern HCMS that can:

- Support a unionized, operationally diverse workforce
- Comply with CBA-specific rules and evolving labor agreements
- Offer a single, centralized solution for all payroll, timekeeping, and HR related needs, with seamless integration into external systems e.g., Financial Management Information System (FMIS)
- Provide a secure, consistent and accurate data environment across departments

In preparation for this transformation, NJTA completed a five-phase planning process:

- **Plan & Mobilize:** Established project governance, defined scope, and mobilized cross-functional teams
- **Current State Review:** Assessed existing systems, processes, and pain points
- **Future State Visioning:** Defined desired capabilities and system architecture
- **Requirements Development and Validation:** Prioritized and validated business and technical requirements
- **Strategy & Change Impact Assessment:** Developed a high-level roadmap and identified organizational change considerations

As a result of this process, several critical organizational change factors were identified that must be considered in the design and implementation of any new HCMS:

- **Policy and Practice Alignment:** Future-state design will require rethinking current HR policies, such as self-service tools, digital document submission, and enhance standardization.
- **Document Management Challenges:** HR documentation is currently stored in multiple physical and digital locations. A new system must centralize, secure, and digitize records while ensuring audit readiness, compliance, and ease of access.

- **CBA-Driven Configuration Updates**: Benefits (enrollment options, costs, etc.), Compensation (wage progression and across-the-board increases), and Pay Rules (fixed rates for clothing allowance, meals, etc., holiday pay, working out of class, revert time, shift allowance) must be updated following CBA negotiations. The selected system must accommodate configuration changes by internal HR or ITS staff, with scalable support and training from the Vendor.

- **Complex Reporting, Integrations, and Advanced Data needs:** The solution must provide secure access to underlying data (e.g., SQL-like querying, custom reporting, and analytics tools), support advanced extensibility (e.g., APIs, scripts, or formulas), and include governance controls such as auditability and version control for any code-level access.

- **Change Support:** NJTA strives for modernization, strong change management processes along with targeted training and effective communication strategies will be vital components for overall project adoption and success.

1.3 Project Objectives

Through this RFI, NJTA seeks to understand Vendor partners capable of delivering a secure, scalable, and adaptable HCMS solution, paired with an implementation approach that accounts for the organization's operational complexity and supports long-term sustainability. The SW and SI partners would be expected to work collaboratively to deliver a seamless implementation, ensure knowledge transfer, and enable NJTA to fully leverage the system's capabilities. The joint SI and SW effort must be able to:

- Implement an AI-enabled HCM solution that meets the integrated needs of NJTA and supports all core Human Resources functions. The system must manage the full employee lifecycle, from talent acquisition through separation, including time reporting and payroll, related workforce processes, and benefits for retirees and survivors.

- Promote compliance through built-in support for CBAs, federal, state, and local labor laws, and data privacy regulations, while enabling automation to administer the requirements of eight distinct CBAs, each with unique job profiles, compensation plans, and work rules.

- Automate and modernize end-to-end HR, time reporting, and payroll processes by streamlining legacy workflows and adopting standardized industry best practices, with the goal of reducing manual effort and improving overall efficiency.

- Empower Authority employees and managers with a modern user experience that includes intuitive, mobile-friendly, self-service tools and reporting (for specific users).

- Streamline the technology architecture by identifying opportunities to integrate with third-party tools that support the organization's core business processes.

- Enable data-driven decision-making through real-time integration, analytics, and reporting capabilities. Implement the selected solution(s) using best practices in project management, organizational change management, and business process transformation, in partnership with highly qualified Vendors that demonstrate proven and relevant experience.

- Support modern security standards, including role-based access controls, single sign-on (SSO) integration, multi-factor authentication, and administrative functionality for designated superusers.

- Ensure scalability through configurable functionality that can adapt to the organization's evolving business needs.

Section 2. NJTA Current HCMS Environment

NJTA currently operates a legacy on-premises PeopleSoft Human Capital Management System (version 9.2), supported by an Oracle 19.6 database and an infrastructure including Unix servers, web servers, and multiple application servers.

NJTA seeks to modernize its HCMS due to the following key challenges:

- **Limited Integration**: While most system integrations rely on SFTP, or shared drives rather than real-time APIs, these processes are automated and do not pose a greater risk of errors.

- **Manual and Redundant Processes**: Key functions—such as timekeeping, and incident reporting — involve manual duplicative data entry from external tools like Excel or home-grown time capture interfaces, resulting in inefficiencies and potentially inconsistent data.

- **Insufficient Self-Service and Workflow Capabilities**: There are minimal workflows and self-service is limited, restricting user autonomy and slowing process automation compared to modern HCMS platforms.

- **Customization and Technical Debt**: Customizations, such as generating employee IDs before job records and managing survivor benefits with non-standard ID structures, have been built to accommodate NJTA's unique requirements. While these modifications address short-term needs, they have created technical debt and reduced system flexibility.

A modern HCMS is needed to improve reliability, automate workflows, reduce technical debt, and support scalable, compliant operations.

2.1 Current HCMS State

2.1.1 Description of the Current PeopleSoft Version

NJTA's PeopleSoft environment includes one production environment, which can run in either of two data centers. The production environment remains stable, while a separate 'sandbox' system—refreshed nightly from the close of business production instance—is used to test configuration changes and other updates prior to implementation in production. The system architecture involves multiple application servers, web servers, and Unix-based machines, which require coordination across Unix maintenance, network management, cybersecurity, database administration, and possibly PC support teams. Failover is managed using Oracle Data Guard, and backups are performed nightly using CommVault. Transparent Data Encryption (TDE) is implemented to protect data.

Updates are applied for tax compliance and security patches. As a 20-year-old legacy system, modern features such as intuitive user interfaces, dashboards, and real-time analytics are not available.

NJTA Security within PeopleSoft is managed through dynamic groups and roles. Access to employee data in Time and Labor is controlled by dynamic groups, while user permissions for system functionality are governed by roles.

The system also includes numerous customizations, such as generating employee IDs before job records exist and managing surviving spouse/dependent benefits through custom ID structures. These customizations, while necessary to meet union and operational requirements, increase maintenance complexity.

NJTA uses PeopleSoft HCM to support a wide range of HR and payroll functions, including organizational management, benefits management, compensation, timekeeping, and incident tracking. However, the system's limitations have led to a reliance on manual workarounds, fragmented data management, and inconsistent user experiences. These challenges have prompted NJTA to seek a modern HCMS that can support automation, scalability, enhanced security, and a more intuitive user experience.

2.1.2 Additional Systems Used

In addition to PeopleSoft, NJTA relies on a variety of manual tools and third-party systems to facilitate its HR and payroll related functions. Excel, email, and interoffice mail are all leveraged often to conduct business, including tracking information, obtaining approval, and executing tasks.

The following table of internal and external applications illustrates the software interfaced with PeopleSoft or employed in conjunction by NJTA. Some of the applications noted below, such as UKG and ProWave, are presumed to be decommissioned with the deployment of the new HCMS.

APPLICATION	CURRENT USE	INTEGRATION STATUS
UKG	Recruiting (limited functionality, e.g., facilitating applications to roles through the NJTA career page)	Integrated
PeopleSoft Financials	Financial Management (e.g. General Ledger, benefits billing, vouchers development and payment etc.)	Integrated
Mission Square	Deferred Compensation Enrollment and Management	Combination manual and integrated

APPLICATION	CURRENT USE	INTEGRATION STATUS
Ameriflex	Flexible Spending Accounts (FSA), FSA Dependent, and Health Savings Accounts (HSA)	Combination manual and integrated
Pension Public Employees Retirement System (PERS)	Pension Enrollment and Management	Manual process / not integrated
NJTA's Workers' Compensation Third Party Administrator System	Workers Compensation Management	Integrated
ProWare	ACA Reporting	Manual export process / not integrated
Quantum Health Solutions	Employee Assistance Provider	Manual process / not integrated
Active Director	Information to active director	Integrated via flat file
NJTA Weather Operating System (NWOS)	Snow cost system (home grown)	Flat file via email
Aflac	Employee private insurance	Integrated via flat and inbound csv file
Delta Dental	Dental Insurance: employee enrollment	Integrated via flat file
EyeMed	Vision Insurance: employee enrollment	Integrated via flat file
CVS	Rx Insurance: employee enrollment (outbound) & claims (inbound)	Integrated via flat file
Horizon BCBS	Medicare Part B Insurance: Employee enrollment	Integrated via flat file

APPLICATION	CURRENT USE	INTEGRATION STATUS
POSHA & Bureau of Labor Statistics	Mandated incident reporting	Manual process / not integrated

Note: Some external applications (such as PERS) do not support integration with third-party systems, including NJTA's HCMS. Consequently, related processes must continue to be performed manually.

As part of RFI responses, the SW vendor should consider any potential workarounds, automation tools, or reporting capabilities that can help streamline or reduce the effort associated with these manual processes; the SI should outline how these manual steps will be incorporated into the future-state process design, workflows, and training, ensuring accuracy, compliance, and minimal disruption for end users.

2.1.3 Current Process and Policy Notes

The following operational practices and attributes across HR and Payroll reflect some of NJTA's unique needs and are provided to further inform and guide Vendor responses to this RFI.

- **Open HealthCare Enrollment:** Conducted annually in the Fall. Employees receive benefit summaries and forms by email. Forms must be completed and emailed back. Flexible Spending Accounts (FSA) and Health Savings Accounts (HSA) enrollment are part of the process.

- **New Hire Employee Benefits Enrollment**: Benefits enrollment is conducted in person during onboarding. Employees complete paper forms, which are manually entered into PeopleSoft. Supporting documents are scanned and stored in shared network drives.

- **Benefits**: NJTA does not currently utilize a Benefits Administration module. In the legacy HCMS, changes to employee roles or union affiliations do not automatically trigger updates to their benefit eligibility (nor deduction changes). Similarly, structural changes to Benefits as a result of CBA changes require significant effort for actions such as making cost set up changes and re-enrollment of employees into a new plan. NJTA administers 27 medical plans, 9 dental plans, 6 vision plans, 16 RX plans, and 1 high-deductible plan. Medical benefit eligibility varies by employee group.

- **Pensions:** All full-time Authority employees are enrolled in the Public Employees Retirement System (PERS), unless they are already receiving a pension from another retirement system. Similarly, part-time employees are enrolled in the Defined Contribution Retirement Program (DCRP), unless they are already receiving another NJ state pension.

- **Leave Enrollment:** Employees are enrolled in leave plans that provide entitlements (e.g., sick, vacation, personal, or comp time) for each leave plan. Entitlements are granted on January 1 of each year; manual efforts by Payroll are required when allotted entitlements are not properly "accrued" throughout the year (i.e., not enough time is worked to earn the leave due to situations such as suspension or Temporary Disability), thus requiring adjustment to their entitlements.

- **Survivor Benefits**: Initial enrollment is managed through a custom PeopleSoft process. Surviving spouses and dependents are assigned unique employee IDs (based on the employee ID of the employee) and enrolled in benefits based on CBA rules and retirement dates. Following enrollment, survivor benefits are managed just like all other employee and retiree benefits.

- **Tuition Reimbursement:** Available to eligible employees after one year of service. Applications are submitted with supporting documentation and routed through HR and executive leadership for approval. Reimbursement amounts are determined by the employee's grade and applicable CBA.

- **FMLA and NJFLA**: Leave requests are submitted via paper forms and routed through HR and the Medical team. Eligibility is manually verified, and approvals are communicated by certified mail and email. Leave is tracked in spreadsheets and PeopleSoft.

- **Workers' Compensation:** Cases are initiated through Medical and Benefits, with coordination from the NJTA's Workers' Compensation Third Party Administrator. Time and pay adjustments are manually entered into PeopleSoft, and related benefits are tracked across multiple systems. Different CBAs have different workers' compensation benefits and durations as defined in their CBA.

- **Timekeeping**: Highly decentralized. Departments use a mix of tools, including homegrown systems, Excel, Outlook, or paper logs. Time is entered into PeopleSoft by departmental clerks or timekeepers, with supervisors responsible for approvals.

- **Vacation and Sick Leave Cash-In:** Offered mid-year and year-end. Employees submit elections via a custom PeopleSoft page, which are automatically added to timesheets. Employee eligibility for Cash-In varies by CBA.

- **Donated Leave:** Requests are initiated through HR and require approval from the medical team. Once approved, donation opportunities are communicated via email, and donations are manually tracked and processed by Payroll.

- **Disciplinary Actions and Grievances:** Tracking practices vary across the organization, until being funneled to Labor Relations who manages the discipline and grievance processes. Most records are maintained manually or in shared network drives.

- **Deferred Compensation:** Employees currently update their deferred compensation contributions through the Mission Square website. Benefits generate a report within Mission Square weekly and manually updates each employee deduction election for the 457 Savings Plan enrollment in PeopleSoft, as needed. Loan information is sent to Payroll via secure mail who make manual updates to loan deductions. As of January 1st, 2025, the plan transitioned to adopt some changes permitted with SECURE and SECURE 2.0.

- **Benefits Billing**: Manual effort is required to support the billing for retiree benefits. There are currently 4 different rate calculations, based on retirement date for retiree benefits, and each CBA can add an additional calculations for retiree benefits. Benefits Billing can also support arrears processing for when an employee's paycheck is insufficient to cover all deductions. Payroll either recovers the amount on the next paycheck or initiates a billing process through Finance, who verifies the missed deductions in PeopleSoft, calculates the amount owed, and manually generates and mails paper invoices with payment instructions.

- **Policy Management**: Policy updates are discussed monthly by HR and Legal. New or revised policies are distributed by email and posted on NJTA's employee intranet website.

- **Training**: Certain training programs are decentralized across departments. NJTA wide mandatory training is posted on the intranet, and registration is coordinated via email.

- **Onboarding**: Paper-based and new hire data is manually entered into PeopleSoft, and system access is requested via Jira tickets.

- **Retirement:** Paper-based and customized based on multiple eligibility criteria. All data entry, tracking and communication are handled manually.

- **Payroll Processing:** One pay group — comprised of approximately 500 employees — follows a weekly pay cycle running Monday through Sunday, with paychecks issued every Friday. All other employees are on a biweekly schedule, also Monday through Sunday, with paychecks issued every other Tuesday, nine days after the pay period ends.

- **Reimbursements and Allowances:** To comply with various work rules, reimbursements (e.g., for travel, professional association fees, and tuition) and allowances (e.g., for clothing, shoes, etc.) are offered for specific activities.

2.1.4 Technology Infrastructure

NJTA's Information Technology Services (ITS) team supports the technical infrastructure that underpins NJTA's enterprise systems, including its legacy PeopleSoft HCM platform. While PeopleSoft remains the core system for HR and payroll operations, NJTA's broader ITS environment includes a mix of on-premises and cloud-based technologies, with a growing emphasis on modernization and security.

NJTA maintains a dedicated on-premises infrastructure to support its legacy PeopleSoft HCM system, which runs on a Unix-based architecture and Oracle 19.6 database. The database, ranging from 300–600 GB, is backed up nightly using CommVault, and Oracle Data Guard provides high availability Transparent Data Encryption (TDE) is used to safeguard data.

NJTA utilizes Microsoft 365 across the enterprise, including MS Outlook, MS Teams, and MS SharePoint. Microsoft Active Directory (AD) is used for authentication and single sign-on (SSO). PeopleSoft HR feeds AD to provision user credentials and email accounts for new hires, and to update user demographic information weekly (e.g., department or job title change). NJTA primarily operates within a Microsoft Azure environment but maintains a platform-agnostic approach, with a preference for on-premises solutions when feasible.

Security and compliance are key priorities. NJTA enforces strict user access controls and is continuously improving its security posture. Policy development is ongoing and NJTA is actively updating disaster recovery processes, audit logging, and role-based access management. Overall, NJTA's technology infrastructure reflects a hybrid model that balances legacy system support with emerging modernization initiatives. NJTA is seeking to transition to a more integrated, secure, and scalable environment that can better support its workforce and operational goals.

Note: NJTA requests information for both on-premises and vendor-managed solutions. There is a strong preference for an on-premises solution, but a vendor-managed Cloud-based solution will also be considered in this RFI. The vendor is expected to provide comprehensive details around data privacy, security, and vendor responsibilities. Any Cloud-based proposals must also include a thorough assessment and mitigation of potential privacy and security risks.

NJTA also adheres to New Jersey state data retention requirements and maintains over 32 years of historical HCM data to support legal and operational needs.

2.2 How the new HCMS Will Address the Current Challenges

In summary, the HCMS solution is expected to address key challenges currently experienced in NJTA's existing environment, by enabling the activities noted below. For a comprehensive understanding of future state expectations, please refer to section ***4.3 HCMS Requirements***.

- Providing an on-premises or SaaS-based solution primarily maintained by the software vendor, reducing the administrative burden of software updates, upgrades, and hardware maintenance, while enabling NJTA to continuously benefit from a best-in-class, modern platform.

- Enabling enterprise-wide workflows that automate process steps and integrate real-time data across key business functions, including automated request routing, notifications, digital form submissions, and user-driven modifications (for authorized users). The system should also support compliance flags, approval workflows, electronic forms, and digital signatures to streamline operations and ensure accountability.

- Providing detailed audit tracking that captures the date and time of each change, identifies the user who made the change, and maintains a record of both the pre- and post-change system states for comparison and accountability.

- Integrating with external systems as needed to reduce the administrative burden associated with current HCMS-related processes (see Section **2.1.2: Additional Systems Used**) and to enable seamless, secure data exchange with third-party platforms.

- Providing centralized management of all employee-related data with real-time updates across modules, enabling dashboard-driven analysis, monitoring, and visualization for faster report generation. The solution should also support custom reporting and queries for authorized users.

- Simplifying administration and maintenance through user-friendly administrative tools, role-based access controls, and integration with Microsoft Active Directory for single sign-on and streamlined user management.

- Enabling user-driven, configuration capabilities (for authorized users), supported by accessible solution training, to allow Authority users to easily adapt and scale the system in response to evolving business needs.

- Providing 24/7 access to key system functionality via both web-based and mobile platforms, enabling users to securely access the solution from any location.

- Enabling employee self-service to review and update personal details, manage benefits and beneficiaries, view time-off balances, submit and track requests (e.g., leave, reimbursements), and enroll in training and benefit programs.

- Providing manager self-service capabilities to approve employee requests, access team-related data, submit actions such as payroll change notices and performance metrics, and effectively manage and schedule staff.

- Digitizing time and attendance management through multiple time entry methods, configurable rules for overtime, shift differentials, and union-specific work rules, along with integrated scheduling and leave management functionality.

- Delivering comprehensive leave management with support for various leave types (e.g., FMLA, NJFLI, donated leave), automated accruals and balance updates, real-time eligibility verification and tracking, and seamless payroll integration to ensure accurate leave accounting.

- Streamlining payroll processing and compliance by automating payroll calculations and adjustments, ensuring comprehensive tax compliance and reporting, integrating with PeopleSoft Financials, and supporting complex pay scenarios such as retroactive adjustments, off-cycle payments, bonuses, and other special payment types. Additional areas for support through automation and process improvement include accounting for employees temporarily working out of class, paying periodic allowances (e.g., clothing, shoes, tool), facilitating payments in arrears, processing zero-dollar checks, and paying employees on temporary disability and workers compensation. The system should also automatically calculate corresponding changes in taxes and deductions based on changes made to core employee data (e.g., position, salary etc.).

- Supporting comprehensive benefits administration through intuitive open enrollment tools, streamlined life event processing, seamless integration with third-party benefit providers, and automated eligibility verification and enrollment processes.

- Delivering security measures equivalent to those of an on-premises solution, ensuring secure data storage, robust access controls, and protection of sensitive information by maintaining confidentiality, integrity, availability, and privacy.

- Providing robust compensation management capabilities, including salary structure and grade administration, streamlined processing of merit increases and bonuses, accurate retroactive pay calculations, and support for union-specific compensation rules.

- Offering comprehensive learning and development capabilities that support end-to-end functionality, including course and training management, enrollment, attendance tracking, and detailed reporting. The system should integrate seamlessly with existing Learning Management Systems (LMS) and performance management modules and enable compliance and certification tracking to support continuous employee development and regulatory compliance.

- Providing a comprehensive performance management module that enables goal setting and tracking, supports customizable evaluation forms, and facilitates automated review cycles with built-in reminders. Seamless integration with learning and development tools is essential to ensure a unified approach to employee growth and performance enhancement.

- Offering a disciplinary management component that facilitates detailed documentation of performance issues and disciplinary actions, supports progressive discipline tracking, and includes comprehensive grievance and case management capabilities.

- Supporting a streamlined hiring process through an integrated Applicant Tracking System (ATS) with resume parsing and screening, interview scheduling and feedback collection, and automated onboarding with customizable checklists. Integration with background check providers is essential to ensure compliance and enhance hiring efficiency.

- Providing robust compliance and security capabilities, including role-based access controls, detailed audit trails of all system activity, and adherence to data protection regulations. The system should also support the generation of regulatory reports (e.g., OSHA, BLS) based on configured dates or triggers and enable policy management with employee acknowledgment tracking to ensure compliance and data integrity.

- Supporting effective labor relations management by enabling employees to understand their CBA rules and assisting NJTA in adhering to Collective Bargaining Agreements. The system should include functionality for grievance and case management, compliance tracking for CBAs, and support for union-specific rules and processes.

- Providing end-to-end employee lifecycle management capabilities – from hire to retire - tracking, separation workflow automation, and triggering the COBRA administration process where applicable. The system should support user-friendly offboarding processes while ensuring compliance with applicable CBA and policy requirements.

- Facilitating effective position management and workforce planning through features such as position control and budgeting, organizational chart visualization, and vacancy tracking and management.

- Enabling comprehensive health and safety management through incident reporting and tracking, workers' compensation case management, and monitoring of medical clearances and physical examinations.

- Supporting NJTA's requirement to obtain, review, and maintain documentation of control assessment reports conducted by a recognized independent audit organization, such as a SOC 2 Type II audit report.

- Utilizing emerging technologies, where appropriate, to enhance functionality, efficiency, and user experience across the HCMS platform.

- Providing robust, 24/7/365 technical support, integrated with NJTA's designated first level support function.

Section 3. Request For Information

3.1 RFI Purpose

NJTA is releasing this Request for Information (RFI) for the potential procurement and implementation of a modernized HCMS solution. NJTA invites and expects a single, integrated response to both the HCMS SW and SI services. NJTA is open to software vendors sourcing these services internally, or through an arrangement with a third party. For the purposes of this RFI, the SW vendor is considered the Prime Vendor (Vendor) who will be the sole point of contact for NJTA.

While NJTA expects and will only accept integrated responses (i.e., inclusive of both SW and SI), this section includes specific instructions for SW vendors and SI service providers to respond to this RFI.

NJTA's objectives for this RFI are:

- Elicit and assess information regarding SW vendor's ability to meet NJTA's requirements with their proposed HCMS solution including which of those requirements may prove more challenging to meet and how to approach those accordingly in implementation; and
- Elicit SI provider's approach for implementing HCMS software solution based on NJTA's requirements

3.2 RFI Contact Information

Any questions regarding this RFI and the Vendors' RFI response submissions should be sent to NextGenHCMS@njta.com specifically noting "HCMS RFI Questions" or "HCMS RFI Submission" in the subject line, respectively. Answers to submitted questions will be consolidated and distributed via email to all vendors who submitted a question.

3.3 RFI Instructions

NJTA is seeking RFI responses from SW Vendors offering on-premises or software-as-a-service (SaaS) HCMS software solutions that wholistically meet the requirements described in this RFI including service providers with experience implementing such HCMS software solutions.

SW (including SI providers) responding to this RFI should be able to demonstrate past performance relevant to delivering the functionality described in this RFI's requirements for organizations like NJTA.

NOTE: Vendors should note existing New Jersey State(wide) contract(s) within their response.

Responses should be submitted via email to NextGenHCMS@njta.com, and comply with the following guidelines:

- The total size of attachments in a single email may not exceed 35 MB.
- Acceptable file formats, as specified in the sections below, include PDF (.pdf) and Excel (.xlsx).

- Large files (e.g., those containing images, graphics, or videos) should be either:
    - Compressed to reduce size, or
    - Provided via a secure download link (e.g., SharePoint, OneDrive, Dropbox, Box, etc.).

3.3.1 RFI Instructions for SW Vendor Responses

Interested SW Vendors must submit a written RFI response in PDF including all requested information in an email sent to NextGenHCMS@njta.com per the RFI schedule provided herein (see opening section of RFI).

NJTA requests that each response is thorough, complete, and addresses the specific instructions noted below.

The written RFI response must include the following information within the page limits noted below:

1. Vendor Profile (*no more than 1 page*), including:

    a. Vendor name

    b. Vendor official address

    c. Vendor proposal manager, including the individual's contact information (e.g., email, phone number)

2. Summary of Vendor Solution (*no more than 12 pages*), including:

    a. Summary of how the solution is designed, whether it is a SaaS product, and the unique benefits it provides to NJTA.

    Note: NJTA requests information for both on-premises and vendor-managed solutions. There is a strong preference for an on-premises solution, but a vendor-managed Cloud-based solution will also be considered in this RFI. The vendor is expected to provide comprehensive details around data privacy, security, and vendor responsibilities. Any Cloud-based proposals must also include a thorough assessment and mitigation of potential privacy and security risks.

    b. Summary of the solution modules or products required to meet all requirements stated in this RFI, and how those modules can be integrated for a single, streamlined user experience.

    c. Summary of how the solution can integrate with separate, external systems or applications and any specific standards, dependencies, or specific methodology for doing so.

    d. Summary of the solution's access protocol, whether it is role-based, individual- based, or hybrid, and how that is best managed by users.

   e. Summary of the Vendor solution's data management standards and methodology, how it can aid the transformation and migration of legacy HR/HCM data into the new solution, and how it can conform to NJTA's necessary record and data management standards.

   f. Summary of past performance delivering functionality described in this RFI's requirements for organizations like NJTA.

3. Requirements "Fit/Gap" – Complete the Requirement Matrix (Spreadsheet) per instructions found in Section 4.2 HCMS Requirements.

   Note: Any accompanying files to the Requirements Matrix should be compressed to reduce size, or Provided via a secure download link (e.g., SharePoint, OneDrive, Dropbox, Box, etc.).

4. Summary of Recommended Implementation Approach (*no more than 3 pages*)

   a. Provide an example where the proposed solution has been successfully implemented for a client similar to NJTA, including a description and timeline of the high-level approach.

   b. This section should fully consider the background provided in this RFI about NJTA and its current HCMS environment and how the degree of change from current to future state informs the Vendor's proposed approach and level of effort.

   c. It should also describe how the Software Vendor would itself execute or coordinate the proposed provider of SI services to effectively implement the solution to meet NJTA's requirements.

3.3.2 RFI Instructions for SI Provider Responses

The written RFI response must include a section dedicated to Software Implementation services, with the following information within the page limits noted below:

1. SI provider Profile (*no more than 1 page*), including:

   a. Vendor name

   b. Vendor official address

   c. Vendor proposal manager, including the individual's contact information (e.g., email, phone number)

   NOTE: If the SW Vendor is proposing to serve as the SI as well, NJTA understands that this information may be redundant with the relevant information in the above SW Vendor section.

2. Understanding of the Project (*no more than 2 pages*)

   To demonstrate comprehension of the project, the Vendor should summarize an understanding of what the work is and what the work will entail. This should include, but not be limited to, the

Vendor's understanding of the purpose and scope of the project, critical success factors and potential problems related to the project, and the Vendor's understanding of the deliverables.

Provide a narrative detailing the assessment of the work to be performed. This section should demonstrate that the Vendor understands the desired overall performance expectations.

3. Recommended Implementation Approach and Timeline (*no more than 12 pages*)

   This section should fully consider the background provided in the above RFI sections about NJTA and its current HCMS environment and how the degree of change from current to future state informs the SI provider's proposed approach and level of effort. *It should also describe how the SI provider would coordinate with the SW Vendor to effectively implement its solution to meet NJTA's requirements.*

   Note: NJTA is interested in early wins and encourages the vendor to propose such as appropriate.

   The Vendor may use discretion in the structure and format of this subsection, but should make sure to describe at some level the proposed approach to:

   a. Project Management – Provide a detailed project plan and timeline describing how the firm would meet the objectives set forth in this RFI. The project plan should describe the methodology and activities for providing work products and deliverables. Include a timeline of the high-level approach recommended for implementing the proposed HCMS solution that meets the requirements included in this RFI.

   b. Change Management – Describe the proposed approach to assist NJTA and its employees adapt to the change implied by the new solution. Address typical elements of change management including, but not limited to training, communications, and stakeholder engagement.

   c. Technical Execution – Describe key aspects of the proposed technical approach, including, but not limited to data migration, testing and quality assurance.

   d. Post Go-Live Support – Describe key aspects of the proposed support post Go-Live, including, but not limited to knowledge transfer, maintenance, and support.

   The Vendor should also provide a typical implementation timeline (in weeks/months) and identify the top three factors that most affect level of effort.

   The Vendor should include other information that will describe how the Vendor will complete the project and meet the goals set by NJTA.

4. Assessment of Requirements (*no more than 2 pages*),

   a. Based on the Vendor's experience, provide perspective and recommendations on how well the proposed HCMS solution meets NJTA's requirements included in ***RFI Section 4***.

b. Identify which requirements may prove more challenging to meet with the proposed HCMS solution and how to approach those accordingly in implementation, including any suggested supplemental software solutions to more fully meet NJTA requirements.

5. Relevant Project Experience and References (*no more than 12 pages*)

The Vendor must provide a detailed description of no more than three (3) projects in which similar project management services were provided within the past five (5) years. These projects should be of comparable size and scope of this request for information and be deemed by the Vendor as the most relevant for NJTA to review in its consideration of the Vendor's qualifications regarding this opportunity.

These detailed descriptions can include backup information required to clarify or elaborate on the project performance. The clients' contact names provided may be used as reference checks; please ensure the contact information is accurate and current. The information shown below must appear in the sequence shown and be clearly labeled.

a. Client & Project Name

   i. Client Project Manager

   ii. Client contact information (name, telephone number, email)

b. Brief project description including the scope of work, specifically highlighting activities or responsibilities that are most consistent with NJTA's requirements.

c. Describe the firm's approach to meet the needs of the referenced project scope and requirements.

d. Describe the firm's approach regarding project management, specifically when managing the referenced project of comparable size and scope. Give specific examples of techniques that were successfully deployed.

e. Provide the high-level project schedule and timeline of the referenced project.

   iii. Was the project completed in a time frame that was according to the original plan or contract? (if "No," please provide an explanation)

   iv. Was the project completed within the original proposed budget? (if "No," please provide an explanation)

   v. Was the project successful in meeting the client's objectives?

   vi. Did the project come in at budget or were there requests for changes?

The detailed description for each project should follow the order of the list above. This section is intended to allow the Vendor to show the relevance of a project to NJTA's project and how that experience will help the Vendor provide successful implementation services to NJTA.

Each project detailed description has a four (4) page narrative limit, for a total limit of twelve (12) pages. Copies of standard contract terms are excluded from page count.

6. Team and Personnel (*no more than 2 pages excluding bios*)

Vendors should provide the following information regarding the resources to be committed to the project:

a. Project Organization Chart

   i. List names, job titles, and the city and state in which an individual will work on this project.

b. Staff Bios and References (please limit bios to one page each)

Resumes and references of key personnel. For the purposes of this RFI, key personnel are those who are accountable for the completion of one or more major deliverables, have responsibility for any or all the total project management, or are responsible for the completion of the project. Provide bio details for all key personnel by listing the following in the order in which it appears.

   i. Name
   ii. Title
   iii. Contact information (telephone, email)
   iv. Work address
   v. Project responsibilities (as they pertain to this project)
   vi. Percentage of time designated for this project.
   vii. Brief listing of work experience in reverse chronological order for past five years (only provide company name, job title(s)/position(s) held, date started, and date left each position, brief description of job duties, responsibilities, and significant accomplishments)
   viii. HCMS project experience
   ix. Technical background relative to this project
   x. Experience in similar projects, including name of project and role individual played
   xi. Project management experience
   xii. Education
   xiii. Relevant certifications

xiv. Three professional references (name, telephone number, company name, relationship to individual)

7. Standard Contract Terms

Provide a copy of the Vendor’s standard contract terms related to this RFI. This information does not count toward any page limit.

Section 4. HCMS Scope and Requirements

4.1 General Requirements

1. **Responses.** Interested firms that can meet the requirements herein shall submit **responses** ("Responses") only via electronic submission via email to NextGenHCMS@njta.com. All RFI related correspondence must be conducted through the specified NTJA email address. Attempts to directly email members of NJTA with questions will risk disqualification.
2. NJTA shall not be liable for any costs incurred by any firm in the preparation of their Response requested by the RFI.
3. NJTA reserves all rights at law and equity including the right to reject and/or accept any and/or all comments submitted in the Responses to this RFI. No Firm shall have any rights against NJTA arising out of the contents of this RFI, the receipt of information or the incorporation or rejection of comments in any resulting Request for Proposal ("RFP").
4. This RFI is issued as a means of technical discovery and information gathering. Based on the information provided by the respondents to this RFI, a determination will be made regarding any actual contracting through a procurement process which, at NJTA's option, could include but not be limited to: a formal RFP process, using an existing NJ State contract or procurement via Federal GSA contract(s).
5. Response to this RFI shall not be considered in the evaluation of any proposal or bid submitted in response to a solicitation of services/goods contemplated in the RFI. NJTA may utilize the results of this RFI in drafting a competitive solicitation for the subject services/products/equipment. If the NJTA chooses to issue an RFP for these services, each RFP will be evaluated on its own merits and no weight will be given or withheld due to submission or failure to submit information for this RFI.
6. Firms should clearly state which, if any of the information they provide is deemed proprietary in nature. NJTA reserves the right to use any information not so marked, as it deems necessary. NJTA further reserves the right to use any information in the Response to this RFI in developing future procurement documents.

4.2 Functional and Technical Scope Overview

NJTA identified future-state HCMS requirements, the specifics of which (including response instructions) are included below in section ***4.3 HCMS Requirements***. At a high level, the future HCMS must support the full spectrum of HR, payroll, and workforce management needs, including but not limited to:

Foundational & Core HCM

Foundational and Infrastructure	Core HCM
• Security & System Access • User Interface • Business Process Framework • Reporting & Analytics • Audit Trail & Change History • Integration • Mobile & Accessibility	• Employee Profile Management • Effective Data Transactions • Employment Events Tracking • Position Management • Job Catalog Management • Organizational Hierarchy Management • Union Affiliation Tracking • Organizational Chart Visualization

• Self-Service Portals • Notifications, Alerts and Reminders • Localization • Document Management • Custom Fields & Configurability • Role-Based Security & Data Access • Local Data Support • Analytics & Reporting	• Work Authorization Renewal Management • Work Location & Assignment Data

Recruiting & Onboarding

Recruiting • Job Requisition Management • Job Posting & Distribution • Candidate Sourcing • Candidate Application • Internal Mobility & Referrals • Screening & Assessment • Interview Scheduling • Collaboration Tools • Offer Management • Background Check Integration • Compliance Tracking • Candidate Communication • Recruiting Analytics & Dashboards	**Onboarding** • Preboarding • Onboarding Tasks & Checklists • Compliance & Policy Acknowledgement • Manager Onboarding Tasks • Benefits Enrollment Integration • IT & Facilities Integration • Learning Assignment • Personal Information Setup • Progress Tracking & Dashboards • Connection & Engagement Tools

Benefits

Benefits Administration • Eligibility Rules Engine • Benefits Plan Configuration • Enrollment Management • CBA-Specific Rules Support • Life Event Processing • Benefits Carrier Integration • Premium Calculation & Payroll Syncing • HR Self-Service	**Leave Management** • Leave Configuration • Leave Eligibility Rules • Request & Approval Workflows • Leave Accrual Management • Leave Balance Visibility • Integration with Timekeeping & Payroll • Leave Calendar & Scheduling Tools • Intermittent Leave Tracking (e.g., FMLA) • Leave History & Audit Trail • Medical Certification & Document Tracking • Compliance Support

Compensation & Labor Relations

Compensation Management • Base Pay Administration	**Labor Relations** • Union Membership Tracking

• Compensation Plan Configuration • Compensation Cycle Administration • Eligibility Rules • Allowance & Premium Pay Management • Step & Grade Progression • CBA Integration • Compensation Review & Approval Workflows • Budgeting & Compensation Modeling • Payroll Integration • Total Rewards Statements	• Collective Bargaining Agreement (CBA) Configuration • Job Catalog & Work Assignments • Seniority & Tenure Tracking • Grievance & Disciplinary Tracking • Labor Reporting & Analytics

Payroll

Time & Attendance • Time Capture Methods • Timesheet Management • Real-Time data entry • Rules Engine • Exception Tracking & Alerts • Leave & Absence Syncing • CBA Rule Compliance • Approvals & Workflow • Audit Trail & Version History • Overtime Management • Geofencing • Project or Cost Center Coding • Mobile Self-Service • Compliance Support • Seniority-Based Scheduling	**Payroll** • Payroll Calculation Engine • Earnings & Compensation • Deductions Management • Time & Attendance Integration • Tax Calculation & Filing • Direct Deposit & Pay Integration • Retroactive Pay Processing • Off-Cycle & Manual Payments • Payroll Calculation & Audits • Year-end Processing • General Ledger Integration

Compliance & Health / Safety

Compliance • Regulatory Reporting • Security & Audit Trails • Document Retention & e-Signatures • Benefits & ACA Compliance • Worker’s Compensation Support • Exportable Audit Reports	**Health & Safety** • Incident/Accident Reporting • OSHA & Regulatory Reporting • Injury & Illness Case Management • Work Restrictions & Accommodations • Safety Training & Certifications • Workplace Inspections & Audits • Risk & Hazard Assessment • Return-to-Work Process • Workers’ Compensation Integration

Talent Management

Performance Management • Performance Reviews	**Learning Management** • Learning Catalog

• Goal Setting • Development Planning • Probation Management • Apprenticeship Program Management	• Content Management • Learning Assignments • Instructor-Led Training (ILT) • Learning Campaigns • Compliance Training & Certification Tracking • Mobile Learning • Learning Paths & Programs • Integration with External Content Providers • Social & Collaborative Learning • Manager & Admin Tools • Career Development Integration

Self Service

Employee • View and Update Personal Information • Add or Update Dependent and Beneficiary Information • Upload Personal Documents (ID, certifications) • View and Download Pay Statements • Manage Direct Deposit and Tax Withholding Elections • View Compensation History and Total Rewards Statements • Enroll or Update Benefits During Open Enrollment or Qualifying Life Events • Submit and View Timesheets or Clock In/Out • View Work Schedules and Shift Assignments • Request and View Leave Balances (PTO, Sick, FMLA, etc.) • View Leave History and Approvals • Complete Self-Assessments and View Performance Evaluations • Register For Training and View Learning History • Access Company News, Announcements, and HR Policy Updates • Submit HR, Payroll or IT Support Requests • Access Chatbot Or Digital Assistant For HR/Payroll Inquiries • Mobile-Friendly Access for All Self-Service Functions • Secure Access	**Manager** • Submit and View Timesheets • Set and Track Individual Performance Goals • View and Manage Direct Reports' Profiles • Approve Time Off, Time Sheets, and Other Requests • Initiate Job Changes for Team Members (Transfers, Promotions) • Monitor Compliance for Direct Reports (Training, Policy Acknowledgments) • View Team Analytics Dashboard (Headcount, Turnover, Leave Utilization, etc.) • Delegate Approval Tasks to a Proxy (E.G., During Vacation/Leave) • Mobile-Friendly Access for All Self-Service Functions • Secure Access

UX & Analytics

User Experience (UX)	Advanced Analytics & AI-Driven Insights
• Modern, Intuitive Interface • Role-Based Dashboards • Mobile Access • Task Management & To-Do Lists • Notifications & Alerts • Digital Forms & Workflows • Search & Natural Language Support • Chatbot / Virtual Assistant • Accessibility Compliance (e.g., WCAG) • Document Access & Acknowledgement • Delegation Capabilities	• Real-time dashboards & KPIs • Custom & Ad Hoc Reporting • Predictive Analytics • Prescriptive Insights • Natural Language Query (NLQ) • Benchmarking & External Data • Machine Learning Modules • AI-Driven Talent Management • Workforce Planning & Integration • Skills Cloud / Graph Technology • Anomaly Detection • Data Visualization Tools • Data Governance & Access Control

System Scalability & Integration

The new HCMS must be scalable to accommodate future workforce growth, evolving organizational needs and regulatory changes. It must also integrate seamlessly with existing internal systems (e.g., financials, operations, compliance) and third-party applications. Required capabilities include:

- Configurable workflows to digitize and streamline manual HR, payroll, and administrative processes.

- Real-time dashboards & analytics to support strategic, data-driven decision-making.

- AI-driven tools for knowledge management, process automation, and personalized user support.

- Secure, standards-based integrations (e.g., RESTful APIs, SFTP, middleware support) with internal systems and external providers.

- Scalable architecture that accommodates changes (e.g., headcount, CBA rules, benefit structures, and compliance mandates).

- Support for data privacy, retention, and auditability in line with industry standards (e.g., SOC 2, HIPPA as applicable).

Implementation & Training Support

To ensure successful deployment and long-term value, the selected HCMS vendor must provide comprehensive implementation and support services, including:

- End-to-end implementation support, including change management, data migration, and configuration aligned with organizational requirements.

- Training and knowledge transfer for HR, Payroll, Benefits, and ITS teams to ensure adoption and self-sufficiency.

- Ongoing vendor support, including regular updates, compliance patches, and access to a customer success team.
- Documentation and user resources, including manuals, help guides, and access to online support communities or knowledge bases.

4.3 HCMS Requirements

***NOTE*: RFI Instructions for SW Vendor Responses**

Vendors must complete the **Requirement Matrix (Spreadsheet)** included, using the specified format. For each requirement, please provide:

1. **MEETS?**

   Indicate "Yes" or "No" to whether the Vendor's solution **currently meets** the requirement as written.

2. **NOTES**

   Provide clarifying details, especially in the following cases:

   - If the requirement is met **via a third-party or separately licensed tool**
   - If the functionality requires **basic or significant configuration**
   - If it can only be met with extension, **customization or custom development**
   - If the functionality is **planned for a future release**, include the expected release timing
   - If there are **limitations** caveats, or **dependencies** (e.g., modules, roles, licensing tiers)

3. **DELIVERY TYPE**

   - "Delivered (Out-of-the-Box)"
   - "Configuration Required"
   - "Extension/Customization Required"
   - "Third-Party Integration"
   - "Planned Feature" *(Include expected release version/date if applicable)*

4. **SCREENSHOT OR REFERENCE *(Optional)***

   Vendors may include links, references, or screenshots to support or illustrate the response, the latter of which may be clearly labeled and included as an email attachment along with the Vendor's RFI response. Any accompanying files to the Requirements Matrix should be compressed to reduce size, or provided via a secure download link (e.g., SharePoint, OneDrive, Dropbox, Box, etc.).

Section 5. SW Demonstrations and SI Presentations

Vendors may be asked to participate in a demonstration of their system's capabilities, and presentation of their system integration services, following the submission of an RFI response. Specific demonstration and presentation guidance will be directly communicated to SW Vendors.