IDRC | CRDI

International Development Research Centre
Centre de recherches pour le développement international

REQUEST FOR PROPOSAL ("RFP")

RFP Title: Payroll and Leave Management Services	**RFP #:** 14150041
Issue Date: Monday, April 27, 2015	**Close Date & Time:** Friday, May 22, 2015 at 2:00 p.m. Eastern Daylight Time (EDT)
Contracting Authority Division: Procurement Services *Name*: Teisha Youden *Title*: Procurement Officer *Email:* **fad-ps@idrc.ca** (**Tel #:** 1-613-696-2366 / **Fax#:** 1-613-563-9463 / **Street address:** 150 Kent Street, Constitution Square, Tower III, Ottawa, Ontario, K1P 0B2, Canada / **Mailing address**: PO Box 8500, Ottawa, Ontario, K1G 3H9, Canada)	**Originating Division:** Human Resources

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SECTION 1 – INTRODUCTION

The purpose of this section is to provide general information about the International Development Research Centre ("IDRC") and this RFP.

1.1 IDRC OVERVIEW

IDRC is a **Canadian Crown Corporation** established by an act of Parliament in 1970.

IDRC was created to help developing countries find solutions to their problems. It encourages, supports, and conducts research in the world's developing regions, and seeks to apply new knowledge to the economic and social improvement of those regions. IDRC aims to reduce poverty, improve health, support innovation, and safeguard the environment in developing regions.

IDRC employs about 375 people at its Ottawa, Ontario, Canada head office and at its four (4) global regional offices (Cairo-Egypt, New Delhi-India, Nairobi-Kenya, and Montevideo-Uruguay). For more details visit idrc.ca

1.2 PURPOSE OF THIS RFP

IDRC requests proposals from Payroll/HR service providers with expertise in outsourced payroll processing and related payroll services to provide gross to net payroll and leave management services in order to meet the payroll, human resource and time and attendance needs of this organization in the most cost-effective and efficient manner possible. All requirements are described in section **2**, the Statement of Work ("Services").

1.3 DOCUMENTS FOR THIS RFP

The documents listed below form part of and are incorporated into this RFP:

- This RFP document
- Annex **A** – Mandatory Requirements Checklist
- Annex **B** – Rated Requirements Checklist
- Annex **C** – Pricing Requirements Checklist
- Annex **D** – IDRC HR Systems Overview
- Annex **E** – IDRC Leave and Days Off Policy
- Annex **F** – IDRC HR Organizational Chart

1.4 TARGET DATES FOR THIS RFP

The following schedule summarizes significant target events for the RFP process. The dates may be changed by IDRC at its sole discretion and shall not become conditions of any Contract which may be entered into by IDRC and the selected Proponent.

Event	Date
RFP issue date	See cover page
RFP Enquiries Deadline	See section 5.1
RFP close date	See cover page
Evaluation, Presentations if required, Selection, and notification of Lead Proponent	May 25 - June 19, 2015
Finalize Contract with Lead Proponent	June 30 – July 17, 2015
Commencement of Services	July 20, 2015

SECTION 2 – STATEMENT OF WORK

2.1 INTRODUCTION AND PROJECT OVERVIEW

IDRC wishes to enter into a Contract with a service provider for externally hosted (a) employee payroll services and (b) employee leave management ("time and attendance") services. The service provider will assume "gross to net" responsibility for employee payroll and provide a bilingual (English and French) self-service web site where employees will access their payroll-related information and data. IDRC will maintain responsibility for arriving at gross salary, including all earnings, allowances, etc. and will have complete ability to write and run reports, extract data, approve payments and view/edit the status of payroll-related transactions. A rich and highly functional leave management system will allow IDRC to create, manage and administer its complex leave policies. The self-service site must allow employees to view leave balances and request leave. Supervisors will be able to review and approve/deny leave requests using a workflow system.

Service providers with experience in payroll services with characteristics similar to those of IDRC will be considered. Scope and breath of services as well as adequate internal controls are also a prerequisite for consideration. IDRC expects the provision of error-free payroll services and will work with the service provider to identify and implement improvements and cost reductions to the payroll process at IDRC.

IDRC intends to enter into an agreement for five (5) years, commencing on July 20, 2015, with an option to extend the initial term at IDRC's discretion for one (1) 3-year period and one (1) 2-year period (for a potential total term of 10 years).

2.2 BACKROUND

Presently, IDRC is running all aspects of payroll, including gross to net, deductions, remittances, insurances, T4's, reporting, general ledger (GL), writing and running all reports, etc., in house. IDRC uses Highline ePersonality for payroll/HRIS.

Internal technical changes prevent IDRC from continuing to host its current payroll software and IDRC does not currently have an automated/on-line leave management system. These two factors, along with the recognition that there can be significant time and financial savings to outsourcing, have led IDRC to explore alternative solutions.

2.3 CURRENT ORGANIZATIONAL STATUS / STUCTURE

IDRC's Human Resources division is comprised of two areas:

- Resources and Learning Services
- Global Compensation and Wellness

The payroll and leave management function resides in Global Compensation and Wellness. There are presently three (3) team members who share the responsibility for all payroll related services and transactions; a Senior HR Systems Advisor, a Payroll and HR Systems Officer, and a Payroll and Compensation Administrator. There are two (2) Senior Global Compensation Advisors who provide some payroll assistance, as it relates to segregation of duties, and who are responsible for leave management and reporting.

The entire payroll process is completed in house, including time entry and the calculation of all sources of income including salary, overseas allowances (housing, transportation, cost of living allowances, etc.), and salary increases. The Payroll team also calculates “gross to net” and proceeds with all remittances for salaried and hourly employees as well as ad-hoc payments to Board members. All employees are paid by direct deposit using the Canadian Payments Association (CPA) Standard 005 (1464) file format. All salaried staff in Head Office and Canadian staff in regional offices enjoy benefits including pension plan (federal government Superannuation), life (mandatory and optional), medical and dental insurance. IDRC’s non Canadian staff in regional offices enjoy benefits including two international pension schemes (Generali Worldwide and India Government Employee Provident Fund), life (mandatory and optional), medical and dental insurance. Benefits are currently maintained in a benefits module within Highline ePersonality along with the employee coverage that dictates employee deductions and employer contributions

Records of employment (ROE’s) are produced and uploaded to the ROE Web facility. All year end reporting (T4, T4A, NR4) is produced and submitted to Canada Revenue Agency (CRA).

IDRC presently manages all insurance administration and remittances, including statutory remittances, to a variety of vendors.

Leave management is handled manually using Excel workbooks.

IDRC has employees with various citizenships (Canadians, Third Country Nationals and Nationals at Post) that are all paid from Head Office regardless of their work location.

Each regional office (RO) also employs a number (5 to 20) of locally engaged staff, their payroll is managed entirely by the RO and is outside the scope of this RFP.

IDRC Information Technology (IT) Environment

IDRC’s IT environment spans four regional offices (Nairobi, New Delhi, Cairo and Montevideo) plus its headquarters in Ottawa. The regional offices have an average of 30 users with an average WLAN link of 4 Mbps.

IT Service Management

IDRC employs IT service management processes and procedures based on the best practices defined by Information Technology Infrastructure Library (ITIL).

Workstations

IDRC’s employee workstation environment consists of approximately 575 devices which consist of both desktop, notebook computers and tablets (Microsoft Surface) and are located across the world

The following is a software baseline which is applicable to all IDRC workstations:

- Microsoft Windows 7/SP1
- Internet Explorer 10
- Adobe Reader 11
- Java
- McAfee Anti-Virus

- Email client Outlook
- Microsoft Office 2013 (Word, Excel, PowerPoint, Outlook)

All IDRC workstations across the country participate on a single Active Directory domain with domain controllers located in each office. File and print services are also located in each office. Email is located centrally in Ottawa.

IDRC HR/Payroll Employee Workstations

In addition to the workstation software baseline, IDRC HR/payroll employee workstations have the following software installed:

- Oracle Client 32bit 11g
- Oracle APOS InfoScheduler
- SAP Crystal Reports

Headquarters

Ottawa has roughly 300 workstations, 120 laptops and 30 tablets. Many IDRC employees frequently travel which requires frequent use of remote connectivity with Blackberry Smartphones, laptops and tablets. Headquarters workstations utilize 100 Mbps connectivity within the building and a 100 Mbps connection to the internet.

Regions

Montevideo has approximately 28 workstations and 10 laptops. Workstations utilize 100 Mbps connectivity within the building and a 4 Mbps connection to the internet.

New Delhi has approximately 20 workstations and 10 laptops. Workstations utilize 100 Mbps connectivity within the building and a 6 Mbps connection to the internet.

Cairo has approximately 10 workstations and7 laptops. Workstations utilize 100 Mbps connectivity within the building and a 6 Mbps connection to the internet.

Nairobi has approximately 25 workstations and 20 laptops. Workstations utilize 100 Mbps connectivity within the building and a 10 Mbps connection to the internet.

Firewalls, IPS/IDS

IDRC employs the use of firewalls behind every Wide Area Network link. Offices are segmented by the regional firewall and are centrally managed from Ottawa. Access lists restrict what resources can be accessed from different segments.

IPS devices are utilized in front of any unsecure public facing zones.

Wide Area Network (WAN)

IDRC employees are predominately located at IDRC headquarters in Ottawa. These sites have high bandwidth circuits over the WAN. On some occasions, employees may be traveling to other sites that have lower speed circuits and may wish to access the HRIS/Leave Management system.

The Proponent should take in to consideration the performance capabilities of the WAN that services all IDRC employees while on business travel. Some employee may be in a remote location where the

WAN circuits can have bandwidth as slow as 128Kbps, latency of 800ms, and can be subject to high packet loss where locations are serviced by satellite signals.

To achieve acceptable user experience, applications must be able to mitigate the possible low bandwidth/response availability.

An overview of IDRC's current Information Technology (IT) HR systems can be found in Annex **D**.

2.4 DESCRIPTION AND SCOPE OF WORK

2.4.1 Project Scope

The selected Proponent is expected to become fully aware and knowledgeable of IDRC's payroll and leave management requirements for Ottawa hired staff located in both Ottawa and in our regional offices.

The preferred payroll/leave management services will:

- Provide a secure portal which IDRC can access to maintain and send payroll information and access reports;
- Provide complete business continuity and disaster recovery plans;
- Provide secure access to different categories of users including 375 employees ("end-users"), 2 HR super-users, 2 HR/payroll users and 8 HR users, noting these numbers can fluctuate;
- Provide access to the database for the purpose of creating and running reports;
- Calculate gross to net pay, pension contributions, employee benefits deductions, overtime, shift premium and on call pay for salaried and hourly employees;
- Process payroll information, including salaries, allowances, bonuses and deductions;
- Calculate applicable federal and provincial income tax and other statutory and non-statutory deductions ;
- Provide "payroll preview" capability to audit transactions and deductions prior to running the payroll;
- Generate direct deposit file , prepare pay statements and allow for the generation of individual direct deposit files on an exception basis;
- Provide GL files and reports;
- Complete and file annual withholding statements, T4s, NR4s and compliance reports;
- Integrate with employee self-service to manage and process time and leave requests; and
- Provide ongoing user technical support as required.

Privacy Act

The implemented system must take into account and respect the provisions of the *Privacy Act* (Canada). The selected Proponent will comply with the *Privacy Act* and any other Canadian privacy laws, to the extent that they are applicable to selected Proponent.

System Requirements

The selected Proponent:

- Provides a system with a user friendly interface and is easy to use for data entry, search and navigation, notification and workflow;
- Provides a system with clear contingency plans to address disaster recovery;
- Provides for clear, concise, and efficient methods for secure access;
- Will only store and process IDRC data within Canada;
- Provide a system that ensures IDRC data and data access is segregated from other systems and client data;
- Provides supports to designated IDRC HR/payroll employees;
- Provides access to data for the purposes of reporting;
- Provides financial data for use in IDRC's financial system; and
- Provides administrative capability for monitoring and auditing the system; (i.e. audit HR/payroll data changes).
- Provides problem management/resolution process.

General System Functionality

The selected Proponent:

- Provides the ability to maintain history of key fields in the system;
- Provides access to a development or testing database to test new features and potential changes;
- Provides the ability to process mass data migration from current payroll system to Proponents' system;
- Provides IDRC full and complete access to payroll, HRIS and leave database;
- Provides template reports as well as the ability for IDRC to create/write custom/ad-hoc reports;
- Provides for archiving of historical data; and
- Provides a bilingual (French-English) solution for self-service/leave management at a minimum

Payroll

The selected Proponent:

- Provides a secure portal in which IDRC can access in order to maintain and send payroll information and write/run reports;
- Administer complete, error free gross to net calculation of all salaried (current) and hourly (arrears) employees pay on a bi weekly basis;
- Administer complete, error free gross to net calculation of all Board of Governor stipends on an as needed basis;
- Accurately process remittances for all statutory deductions including:
    - Federal and provincial taxes
    - Employment Insurance (EI), Canada Pension Plan (CPP), Employer Health Tax (EHT)
- Provide required GL files/reports to upload to IDRC's financial system;

- Provide required reports to allow IDRC to accurately remit deductions for both mandatory and optional pension, insurances and benefits;
- Provides payroll preview capability to audit transactions and deductions prior to running the payroll;
- Prepares direct deposit funds transfer files and pay statements;
- Integrates with employee self-service to process time and leave requests;
- Will become familiar with and adhere to certain tax and pension rules that are unique to IDRC; and
- Completes and files annual withholding statements, Record of Employment, T4s and compliance reports.

Human Resources Information System (HRIS) Functionality

The selected Proponent:

- Captures basic tombstone and demographic employee data;
- Allows for previous, current and future effective dating of all transactions, status changes, and data entry;
- Captures termination reason;
- Allows for manual entry of employee number using IDRC’s current numbering system;
- Offers a highly efficient position control component;
- Provides a benefits module that fully supports the administration of various types of benefit plans; and
- Captures salary and payment information.

Employee Self Service

The selected Proponent:

- Provides a user friendly and intuitive solution;
- Provides all information in English or French as per employee’s preference;
- Integrates the self service module with HRIS and Payroll;
- Provides employee view/edit capability to historical and current tombstone data as well as the ability to view/print historical and current pay stubs;
- Allows employees to view leave balances and submit leave and pay/time related requests (i.e. standby, call back, overtime), both current and retroactive;
- Sends notifications to employees and managers to notify of pending requests;
- Allows a manager to electronically submit approved leave and other exception time on behalf of employee; and
- Provides delegation of leave approval authority and multi-approver support.

Leave Management

The selected Proponent:

- Provides the ability to process time-related pay exception activities (e.g. overtime, shift premium, standby, callback, etc.);
- Provides the ability to process absence activities (planned and unplanned leave);

- Advances leave as required by employment start date or new fiscal year;
- Maintains employee leave banks and balances (see Annex **E** for IDRC Leave and Days Off Policy);
- Allows for carry-over of leave balances from fiscal year to fiscal year;
- Provides leave and balance reporting; and
- Has ability to accommodate unique leave entitlements and negative leave balances in keeping with IDRC policy.

Implementation Plan

The Proponent will be required to perform the following activities:

1. ***Solution Design and Preparation***
2. ***Configuration, Testing, and Implementation***
3. ***Project Management***
4. ***Training and Communication***
5. ***Transition and Post Implementation Support***

The specific activity descriptions are detailed below.

1. *Solution Design and Preparation*

General Considerations

a) The Proponent will be responsible for providing knowledge transfer to IDRC's resources. The Proponent shall propose a plan that clearly demonstrates how these users will be trained throughout the project, not just at the end. It is expected that at least one resource from the Proponent's project team will be involved through every phase (e.g. configure, test and support) to ensure IDRC's resources are fully trained by project completion. The intent of the knowledge transfer is to enable IDRC employees to fully use, maintain and support the new functionality.

2. *Configuration, Testing, and Implementation*

a) The Proponent is expected to fully develop and test the end solution. This requires the Proponent to develop the full implementation strategy.

b) The Proponent shall develop and follow a testing and implementation schedule that rolls-out the solutions in a logical sequence, takes into consideration organization change impacts and which is approved in writing by IDRC.

c) The Proponent shall be responsible for user acceptance testing strategies in collaboration with the IDRC project team.

d) The Proponent shall be responsible for coordinating and managing all aspects of the system and user acceptance tests.

e) IDRC employees shall conduct the user acceptance tests based on the plans and scripts developed by IDRC and the Proponent.

f) IDRC'S Project Authority is responsible for the ultimate acceptance of the solution.

g) The Proponent shall maintain a test record log, which includes test results and actions taken to resolve issues.

h) Throughout the engagement the Proponent shall be required to work with IDRC to modify and develop business processes, procedures and system documentation that will be used to train IDRC end-users and the IDRC resources responsible for the supporting the solution.

3. *Data*

3.*1 Data Migration /Conversion*

a) The Proponent shall be responsible for defining the historical and current data migration strategy following the best practices.

b) The Proponent shall be responsible for gathering the information about the current software and hardware aspects and define the most efficient way for migration in order to map IDRC data with their system.

c) The Proponent shall be responsible for converting and importing all historical and current data into the new system in a secure manner.

d) The integrity of the data will be the responsibility of IDRC who will decide what data will be migrated.

e) IDRC expects that the Proponent will provide a list of data requirements and mechanism to capture the required data elements.

f) IDRC will work with the Proponent to populate the data using the tools and methods proposed.

g) When the data is prepared, IDRC will hand it off to the Proponent for import.

h) The Proponent will be responsible for the final post-migration report confirming the data was migrated successfully into the new system and confirm the quality and integrity of the data was not affected.

3.2. *Data Security*

a) IDRC's type of data is Protected B which means the data must be kept confidential and not be provided outside the Proponent's organization without IDRC's written agreement.

b) After the data migration is completed, all temporary data must be disposed of in a secure manner.

c) Only necessary Proponent staff with appropriate security clearances (Reliability status) have access to IDRC data.

4. *Project Management*

a) The Proponent shall be required to provide qualified resources to manage the end-to-end implementation. The Proponent's project management team will work directly with the IDRC Project Authority.

b) The Proponent shall be required to conduct the following project management activities at a minimum:

i. Develop overall implementation approach and align project management tools with IDRC's Project Authority.
ii. Develop a detailed project plan with specific deliverables and timelines which must be accepted in writing by the IDRC Project Authority and that can be monitored and tracked by the IDRC Project Authority.
iii. Provide bi-weekly project status reports to the IDRC Project Authority.
iv. Monitor and track issues, risks, and change requests.
v. Ensure delivery of functional and technical requirements.
vi. Serve as the single point of contact to IDRC's Project Authority.
vii. Propose key milestones. These proposed key milestones will need to be accepted by the Project Authority.

5. *Training and Communication*

a) The Proponent shall provide "train the trainer" training to HR super-users, who will be able to deliver classroom training and respond to questions from the end-users.

b) To provide this level of training the Proponent is expected to:

i. Define a training plan and schedule for all stakeholders groups (HR/payroll administrators, employees and managers)
ii. Develop all training material in both official languages; and
iii. Deliver training to a set of super-users/trainers for each project.

c) The training plan must clearly demonstrate how audiences will obtain the necessary training to be fully functional with the new solution. A schedule that is approved in writing by the Project Authority must accompany the plan and must show the completion of all training prior to the respective Payroll and Leave Management go live dates.

d) The Proponent shall be responsible for developing all training documentation in both official languages used for all training sessions. At a minimum the Proponent shall be required to provide the following training documentation:

i. General reference material (user guides);
ii. Job aids (quick steps); and

iii. Classroom training material which includes: presenter slides and supporting narrative, handouts, scripts to follow for delivering online demonstrations, and training environments for examples and exercises.

e) The training documentation is expected to be produced in a format that can be accessed by all IDRC employees and can be run and printed on the standard IDRC desktop configuration. This information shall be editable by IDRC to accommodate future system and process changes.

f) The Proponent will provide necessary and relevant employee communication material that will be used to advise IDRC employees about:

i. the new payroll provider and project timelines,
ii. the self-service and leave management system, and
iii. the impact and effect on how employees access their pay and HR information.

g) The Proponent will also prepare questions and answers for frequently asked questions (FAQs), based on their previous implementation experiences in similar organizations.

6. *Transition and Post-Implementation Support*

a) It is expected that any issue discovered during post-implementation will be addressed regardless of the length of time required to correct the issue.

2.4.3 Project Facts and Assumptions

IDRC expects to issue a final contract in July 2015 and anticipates the following 'go live' dates:

- January 1, 2016 – launch of payroll services (i.e. gross to net, remittances, etc.) and partial self-service (tombstone data and pay stub view)
- April 1, 2016 – launch of leave management and balance of self-service (leave balance, requests and approval)

All end-user support will be provided by IDRC HR/payroll administrators. Only designated IDRC HR/payroll employees will interact with the Proponent.

IDRC will move to a new financial system and implement a revised chart of accounts (COA) in 2016. The new COA structure is expected to be available by September 2015 and will be used in the implementation of a new Payroll and Leave Management solution. As the final structure of the new COA has not yet been determined, the selected Proponent is required to demonstrate flexibility in accommodating the new structure.

2.4.3.1 Modifications and Additional Phases of Work

Notwithstanding any Contract award based on the requirements and specifications set out herein, IDRC may add to the resulting Contract, additional goods and services, including, but not limited to, future features, amendments, modifications, and related products and services as it may require and on such terms as the parties may agree upon.

2.5 IDRC RESPONSIBILITES, SUPPORT, AND REPRESENTATIVES

IDRC will identify a **Project Authority** to whom the successful Proponent will report during the period of a resulting Contract. The Project Authority will be responsible for coordinating the overall delivery of service, providing as required direction and guidance to the Proponent, monitoring Proponent performance and accepting and approving Proponent deliverables on behalf of IDRC. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Project Authority, as submitted, the Project Authority shall have the right to reject it or require its correction at the sole expense of the Proponent before recommending payment.

The Project Authority will ensure that appropriate subject matter experts from within IDRC are available to the Proponent to discuss and provide content material as required.

IDRC will identify a **Contracting Authority**, who will oversee a resulting Contract throughout its lifecycle, in conjunction with the Project Authority and the Proponent, create amendments for any changes to a resulting Contract, answer questions on terms and conditions, and manage the receipt and payment of invoices.

2.6 LOCATION OF WORK AND TRAVEL

The Proponent may be required to participate in meetings with IDRC in Ottawa either by telephone or in person. For onsite work, IDRC will provide the necessary workstation and access to conduct all work. All travel costs and living expenses are the responsibility of the Proponent.

2.7 LANGUAGE OF WORK

The Proponent acknowledges and understands that IDRC is governed by the Official Languages Act and agrees to take any measures necessary to ensure compliance with the Official Languages Act.

When providing internal services to IDRC employees, in person, over the phone, or in writing (including electronic correspondence), the Proponent must actively offer bilingual services in accordance with the Official Languages Act and indicate clearly by verbal and/or visual means that employees can communicate with and obtain available services in either English or French. The Proponent must also ensure that there is sufficient capacity to provide services that are comparable in terms of quality and timeliness in both official languages.

SECTION 3 – PROPOSAL EVALUATION

This section describes the process that IDRC will use to evaluate Proposals and select a Lead Proponent.

3.1 EVALUATION COMMUNICATION

During Proposal evaluations, IDRC reserves the right to contact or meet with any individual Proponent in order to obtain clarification of its submission or to gain insight into the quality and scope of relevant services. A Proponent will not be allowed to add, change or delete any information during the process. IDRC is in no way obligated to meet with any or all Proponents for this purpose.

3.2 EVALUATION METHODOLOGY

The following methodology will be used to evaluate Proposals:

3.2.1 Mandatory Requirements

Each Proposal will first be examined to determine compliance with each **mandatory** requirement ("**M**") identified in this RFP. A mandatory requirement is a minimum standard that a proposal must meet in order to be considered for further evaluation. Mandatory is defined as having substantial compliance as assessed by IDRC in its sole and absolute discretion.

A **Mandatory Requirements Checklist**, which summarizes the mandatory requirements set out in the RFP to assist in ensuring Proponents comply with all mandatory criteria, is located at Annex **B**.

Important Note: Proposals which fail, in the sole discretion of IDRC, to meet any mandatory requirement will be eliminated from further consideration in the evaluation process.

3.2.2 Rated Requirements

Responses that have met all the mandatory requirements will then proceed to the **rated** requirements ("**R**") evaluation. **Rated** requirements will be evaluated according to the degree to which they meet or exceed IDRC's requirements.

A **Rated Requirements Checklist,** which summarizes the rated requirements highlighted in Statement of Work, is located at Annex **C**.

3.2.3 Financials

Financial Proposals will be scored based on a relative pricing formula. Each Proponent will receive a percentage of the total possible points arrived at by dividing that Proponent's total price by the lowest submitted total price. For example, if the lowest total price is $120.00, that Proponent receives 100% of the possible points (120/120 = 100%), a Proponent who submits $150.00 receives 80% of the possible points (120/150 = 80%), and a Proponent who submits $240.00 receives 50% of the possible points (120/240 = 50%).

3.2.4 Presentations/Shortlist

From the compliant proposals, IDRC may elect to shortlist a maximum of three (3) Proponents based on the highest scores for the rated requirements and financials.

Shortlisted Proponents may be asked to prepare a presentation, provide a demonstration of its hosted application, or provide additional information prior to the final selection. IDRC reserves the right to supply more information to those Proponents who are shortlisted.

3.2.4. Final Score

Total points will be calculated and IDRC may select the Lead Proposal or Proposals achieving the highest total points, subject to IDRC's reserved rights.

3.3 EVALUATION TABLE

IDRC will evaluate Proponent's proposals based on the following:

Section	Requirement	Weighting A	Points 0-10 B	Score A x B
Throughout the RFP and Annex **A**	Mandatory Requirements *(If Pass, proceed with evaluation process)*	Pass or Fail	n/a	n/a

Section	Requirement	Weighting A	Points 0-10 B	Score A x B
Technical: Annex **B**	System Requirements	10		
”	General System Functionality	15		
”	Payroll	15		
”	Human Resources Information System	15		
”	Employee Self Service	10		
”	Leave Management	10		
”	Implementation Plan	10		
Financial: Annex **C**	Total pricing, exclusive of taxes	15		
	Total %	**100**		

3.4 PROPONENT FINANCIAL CAPACITY

IDRC reserves the right to conduct an assessment of the Lead Proponent's financial capacity. IDRC may request that the Lead Proponent provide proof of financial stability via bank references, financial statements, or other similar evidence. The Lead Proponent must provide this information upon 72 hours of IDRC's request. Failure to comply may result in disqualification.

3.5 PROPONENT SELECTION

As noted in section **5.8**, acceptance of a proposal does not oblige IDRC to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of IDRC to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties.

Without changing the intent of this RFP or the Lead Proponent's proposal, IDRC will enter into discussions with the Lead Proponent for the purpose of finalizing the Contract. In the event no satisfactory Contract can be negotiated between the Lead Proponent and IDRC, IDRC may terminate negotiations. In such event, if IDRC feels that the Proponent with the second highest score may meet the requirements, IDRC will continue the process with the secondary Proponent, and so on.

Announcement of the successful Proponent will be made to all Proponents who have provided a submission *via email* from the Contracting Authority following the signing of a Contract.

SECTION 4 – PROPOSAL FORMAT

Proposal responses should be organized and submitted in accordance with the instructions in this section.

4.1 GENERAL

Proposals should be in 8 1/2" x 11" (letter) format, with each page numbered. Elaborate or unnecessary voluminous proposals are not desired. The font used should be easy to read and generally be no smaller than 11 points (smaller font can be used for short footnotes).

4.2 OFFICIAL LANGUAGES

Proposals may be submitted in English or French.

4.3 ORGANIZATION OF RESPONSES

Responses should be organized as follows, where the sections that follow provide more details:

see RFP Section for full details	File	Contents
4.4	1.0	Cover Letter
4.5	1.0	Technical Proposal
4.6	2.0	Financial Proposal

4.4 COVER LETTER

A one (1) page covering letter on the Proponent's letterhead should be submitted and should include the following:

a. A reference to the RFP number and RFP title.
b. The primary contact person with respect to this RFP: the individual's name, address, phone number and email address.
c. A statement confirming the validity of the proposal (refer to section **5.4**).
d. A statement confirming the Proponent does not have a conflict of interest with this RFP, real or perceived (refer to section **5.7**).
e. The letter **signed** by person(s) duly authorized to sign on behalf of the Proponent and bind the Proponent to statements made in response to the RFP.

4.5 TECHNICAL PROPOSAL

4.5.1 Table of Contents

The Proponent should include a table of contents that contains page numbers for easy reference by the evaluation committee.

4.5.2 Response to the Statement of Work

The Proponent **must** provide detailed information relative to each requirement listed in the Statement of Work, for both Mandatory and Rated Requirements, and clearly outline the work that the Proponent proposes to undertake for the provision of these services to IDRC.

When responding, the Proponent **must** complete the response grids found in **Annex A- Mandatory Compliance Checklist** and **Annex B- Rated Requirement Checklist**.

4.6 FINANCIAL PROPOSAL

4.6.1 General

The Proponent should provide a *separate* response relative to the pricing of its proposed solution (reference section **5.3.2**).

4.6.2 Pricing Requirements

The Proponent **must** provide pricing for all of its proposed Services. When responding, the Proponent must complete the response grid in **Annex C-Pricing Requirements Checklist**.

4.6.3 Mathematical Errors

If there are errors in the mathematical extension of unit price items, the unit prices prevail and the unit price extension is adjusted accordingly.

If there are errors in the addition of lump sum prices or unit price extensions, the total is corrected, and the correct amount reflected in the total price.

Any Proponent affected by mathematical errors shall be notified by IDRC and be given the corrected prices.

All other conditions regarding pricing are found in Annex **C**.

SECTION 5 – CONDITIONS

The purpose of this section is to inform the Proponent about IDRC's procedures and rules pertaining to the RFP process.

5.1 ENQUIRIES

All matters pertaining to this RFP are to be referred exclusively to the Contracting Authority named on page 1.

No verbal enquiries or verbal requests for clarifications will be accepted.

Proponents should, as much as feasible, aggregate enquiries and requests for clarifications and shall submit them **in writing via email** to the **Contracting Authority** by Friday, May 15, 2015, at 11:00 a.m. EDT in order to receive a response prior to the close date. When submitting, Proponents *email subject line* should cite **"RFP # 14150041, Payroll and Leave Management Services**".

The Contracting Authority will provide **all answers to significant enquiries** received on buyandsell.gc.ca without revealing the sources of the enquiries.

In the event that it becomes necessary to revise any part of the RFP as a result of any enquiry or for any other reason, **an Amendment** to this RFP will be issued and posted on buyandsell.gc.ca

Important note: Proponents must download all RFP documents directly from the Buy and Sell website. IDRC will not distribute RFP documents that are posted on buyandsell.gc.ca.

5.2 SUBMISSION DEADLINE

IDRC will only accept proposals up the close date and time indicated on the cover page.

Important note: Late proposals will not be accepted. No adjustments to proposals will be considered after the close date and time.

5.3 PROPOSAL SUBMISSION INSTRUCTIONS

Proposals should be submitted in accordance with the instructions in this section.

5.3.1 Method of Sending

Proposal submission is electronic, via **email**, in **Microsoft Word** or in **PDF** format to the Contracting Authority named on page 1. When submitting, Proponents *email subject line* should cite **"RFP # 14150041, Payroll and Leave Management Services**".

Important Note: Email messages with large attachments can be slowed down in servers between the Proponent's email and the Contracting Authority's email inbox. It is the Proponent's responsibility to ensure that large emails are sent sufficiently in advance to be at IDRC by the close date and time. Proponents should use electronic receipt confirmation and or contact the Contracting Authority to confirm receipt.

Important Note: The maximum size of an email that IDRC can receive is 10MB. If necessary, Proponents can send multiple emails.

5.3.2 Number of Copies

Electronic submission should consist of **two (2) files**: one (1) for the cover letter and technical proposal, and one (1) for the financial proposal.

5.3.3 Changes to Submission

Changes to the submitted proposal can be made, if required, provided they are received as an Addendum (or an Amendment) to, or clarification of, previously submitted proposal, or as a complete new proposal to cancel and supersede the earlier proposal. The addendum, clarification, or new proposal should be submitted as per the delivery instructions outlined above, be clearly marked **"REVISION",** and **must be received no later than the submission deadline.** In addition, the revised proposal should include a description of the degree to which the contents are in substitution for the earlier proposal.

5.3.4 Multiple Proposals

IDRC will accept only one (1) proposal per Proponent.

5.4 VALIDITY OF PROPOSAL

Proposals must remain open for acceptance for **one hundred twenty (120) days** after the close date.

5.5 PROPONENTS COSTS

All costs and expenses incurred by a Proponent in any way related to the Proponent's response to the RFP, including but not limited to any clarifications, interviews, presentations, subsequent proposals, review, selection or delays related thereto or occurring during the RFP process, are the sole responsibility of the Proponent and will not be chargeable in any way to IDRC.

5.6 GOVERNING LAWS

This RFP is issued pursuant to the laws of the province of Ontario and the laws of Canada.

5.7 CONFLICT OF INTEREST

In submitting a Proposal, the Proponent must avoid any real, apparent or potential conflict of interest and will declare to IDRC any such conflict of interest.

In the event that any real, apparent, or potential conflict of interest cannot be resolved to the satisfaction of IDRC, IDRC will have the right to immediately reject the Proponent from consideration and, if applicable, terminate any Contract entered into pursuant to this RFP.

5.8 RIGHTS OF IDRC

IDRC does not bind itself to accept any proposal submitted in response to this RFP, and may proceed as it, in its sole discretion, determines following receipt of proposals. IDRC reserves the right to accept any proposal(s) in whole or in part, or to discuss with any Proponents, different or additional terms to those envisioned in this RFP or in such a Proponent's proposal.

After selection of preferred proposal(s), if any, IDRC has the right to negotiate with the preferred Proponent(s) and, as a part of that process, to negotiate changes, amendments or modifications to the proposal(s) at the exclusion of other Proponents.

Without limiting the foregoing, IDRC reserves the right to:

a. seek clarification or verify any or all information provided by the Proponent with respect to this RFP, including, if applicable to this RFP, contacting the named reference contacts;
b. modify, amend or revise any provision of the RFP or issue any addenda at any time; any modifications, amendment, revision or addendum will, however, be issued in writing and provided to all Proponents;
c. reject or accept any or all proposals, in whole or in part, without prior negotiation;
d. reject any proposal based on real or potential conflict of interest;
e. if only one proposal is received, elect to accept or reject it;
f. in its sole discretion, cancel the RFP process at any time, without award, noting that the lowest or any proposal will not necessarily be accepted;
g. negotiate resulting Contract terms and conditions;
h. cancel and/or re-issue the RFP at any time, without any liability whatsoever to any Proponent;
i. award all or any part of the work to one or more Proponents based on quality, services, and price and any other selection criteria indicated herein; and
j. retain all proposals submitted in response to this RFP.

ANNEX A – Mandatory Requirements Checklist

As stated in **Section 3.2.1 Mandatory Requirements**, to qualify as an eligible Proponent, you must meet all the following requirements.

As stated in in **Section 4.5.2 Response to the Statement of Work,** the Proponent **must provide detailed information relative to each requirement**.

Also when responding to each requirement, the Proponent must identify in the "Response" column, if the service/process falls into one of the following categories:

- If the service/process is not currently being offered to other clients;
- If the service/process is not currently being offered to other clients but will be developed and offered to all clients;
- If the service/process is not currently being offered to other clients but will be developed for IDRC only;
- If the service/process is currently offered on a customized basis to other clients and will also be offered on a customized basis to IDRC.

All references to bilingual refer to English and French.

All fee implications related to the responses must be identified in the financial proposal.

	Mandatory Requirement	Yes √	Response
	Company and Proposed Resources Information		
A1.	Provides the following **company** information and qualifications: • Name of firm. • Brief history of your company, including year founded, corporate structure, head office, main locations, and affiliated companies and their relationships. • Indicate the number of clients that use the same Canadian payroll administration system that you will use to administer IDRC's payroll solution. • Indicate the number of Canadian public sector (Federal, including Crown Corporations and Agencies) clients you have.	☐	

	Mandatory Requirement	Yes √	Response
A2.	Provides **three (3) client references** for similar projects in size and complexity that were implemented in Canada within the last five (5) years where reference information shall include: • Client name, telephone number, and email address. • A brief description of the project.	☐	
A3.	Provides the following **proposed resources** information and qualifications: • Assigns a *dedicated senior client service representative* with a minimum of five (5) years' experience in the administration of a payroll solution. Include a maximum one page biography of this individual. • Describe the team who will be *implementing the solution*, including roles and responsibilities. Include a maximum one page biographies of each key team members. • Describe the team who will be *providing the on-going support and service*, including roles and responsibilities.	☐	
	System Requirements		
A4.	Specifies the name and version of the HRIS/Payroll/Self Service/Leave Management system being proposed and confirm all systems are fully integrated.	☐	
A5.	Confirms Data center, including the disaster recovery/backup data center, that houses and stores all IDRC employee and payroll data, is located only in Canada.	☐	
A6.	Confirms all IDRC data, no matter the media type, is processed and stored only in Canada.	☐	
A7.	Provides a secure, web based solution for all categories of IDRC payroll users (e.g. payroll, compensation and other HR team members, and all employees).	☐	
A8.	Provides a "Turn-Key" solution which, for the purposes of this RFP, mean that the successful Proponent will provide:	☐	

	Mandatory Requirement	**Yes √**	**Response**
	• hardware, software and other information technology and equipment, other than desktop and laptop computers through which users will access the solution; • services, including all help desk, user support and other technical support required by the solution or otherwise necessary for the productive use of the solution to designated IDRC HR/payroll employees • An escalation process for all issues reported.		
A9.	Confirms that during implementation, IDRC HR/payroll users will have access to a web-based testing environment.	☐	
A10.	Provides all services in both English and French, in the language of employee's choice.	☐	
A11.	Provides the following IT security control documentation to confirm the IT security control capacity of the Proponent is satisfactory to IDRC: • Documentation or certification confirming how the Proponent has implemented security controls specified in one (1) of the following security guidelines: ISO 27001, ITSG-33 or equivalent for a Protected B, Medium, Medium (PBMM) environment. Include details on how the Proponent will advise IDRC of any changes. • A recent (within the last 2 years) enhanced Threat and Risk Assessment (TRA) or certification indicating a TRA has been conducted by a third party on the technology/ infrastructure. The TRA or certification must indicate the overall threat and risk status. • Assurances that the Proponent will inform IDRC in writing, in a reasonable timeframe (and confirm your standard timeframe) of security incidents that could affect IDRC data (i.e. compromised, lost, software bug, etc.).	☐	

	Mandatory Requirement	Yes √	Response
A12.	Provides copies of Privacy Policy(ies) that addresses all requirements as it relates to the protection of personal information as required in the Statement of Work.	☐	
A13.	Provides a brief explanation of the process in place to require Reliability status security clearances for Proponent's employees before they access client data that includes sensitive personal information.	☐	
A14.	Provides a description of the processes in place to ensure that only Proponent's employees with a legitimate business purpose and clearance (Reliability status) will have access to IDRC data and how these processes are enforced.	☐	
A15.	Confirms complete confidentiality of all IDRC data entrusted to it by IDRC, including the protection of personal information. Describes methodology for ensuring the accuracy of personal information, and safeguards against the unintentional disclosure and exposure of IDRC personal information.	☐	
A16.	Confirms compliance with all legislation regarding the collection, storage, and use of Social Insurance Numbers (SINs), even as the legislation may be updated and changed in the future.	☐	
A17.	Confirms that processes and procedures exist to prevent the unintentional exposure of IDRC personal information.	☐	
A18.	Provides, on a minimum quarterly basis, a copy of all IDRC data in an agreed upon format.	☐	
A19.	Confirms adherence to the requirement that all IDRC data will at all times remain the property of IDRC.	☐	
A20.	Offers a problem management/resolution process (e.g. includes notification, service level standards, escalation, resolution documentation, and reporting).	☐	

	Mandatory Requirement	Yes √	Response
	General System Functionality		
A21.	Provides its own on-line, secure (encrypted) web-based “best in class” system in which IDRC will perform its own data entry.	☐	
A22.	Provides ability to migrate IDRC historical and current tombstone data to Proponent’s solution.	☐	
A23.	Allows for previous, current, and future effective dating of all transactions, status changes, and data entry, and maintains history of all transaction/data.	☐	
A24.	Provides IDRC with easy, complete and secure (encrypted) access to payroll database.	☐	
A25.	Provides ability for IDRC to write, create and generate reports, both from a standard suite as well as for custom/ad-hoc reports required by IDRC on a regular and irregular basis.	☐	
A26.	Provides a highly functional, secure testing environment/database, both pre and post implementation.	☐	
A27.	Allows for the creation of various system user categories i.e. ‘super-user’, HR/payroll administrator, employee, manager, etc.	☐	
A28.	Provides the ability to report on inputs, changes and edits made by payroll administrators for audit and verification purposes.	☐	
A29.	Maintains in place adequate quality control procedures to ensure reliability of information and results.	☐	
	Payroll		
A30.	Administers the complete “gross to net pay” payroll services for IDRC employees (salaried, hourly and Board of Governors) as required and in compliance with applicable IDRC policy and	☐	

	Mandatory Requirement	Yes √	Response
	legislation (including as these policies and legislation may change over the term of the services being provided).		
A31.	Calculates employee (approximately 375) pay on a bi-weekly cycle and Board of Governors (approximately 10) on an ad-hoc basis.	☐	
A32.	Provides the ability to meet the following pay delay requirements where regular employees are paid current and hourly employees are paid two (2) weeks in arrears.	☐	
A33.	Provides payroll preview capability to audit transactions and deductions prior to finalizing the payroll.	☐	
A34.	Confirms that system automatically generates a set amount of daily time worked for salaried employees (7.5 hours as per IDRC standard).	☐	
A35.	Provides the ability to manually enter time on a bi-weekly basis for employees paid on an hourly basis.	☐	
A36.	Calculates and deducts all statutory deductions for all employees including Federal/Provincial income tax, Employment Insurance and Canada Pension Plan.	☐	
A37.	Calculates and deducts all other mandatory/optional deductions for employees including, but not limited to: o Canadian pension (Public Service Pension), o Overseas pension (Generali and India Employee Provident Fund), o Life insurance (Supplementary Death Benefit), o Canadian medical benefits (Public Service Health Care Plan/Sunlife), o Overseas medical, life and long term disability insurance (XN Financial), o Dental benefits (Cowan), o Canadian optional life insurance (Public Service Management Insurance Plan),	☐	

	Mandatory Requirement	Yes √	Response
	o Overseas optional life insurance (XN Financial), o Canada Saving Bonds, o Alterna Savings, o Group RRSP (Royal Bank of Canada), o Multiple United Way locations and Centraide, o Computer loans, o Personal Foreign Currency Service, o Hypothetical tax deduction, o Rent deduction, o Employee accounts receivables, and o Car loans		
A38.	Confirms ability to process retroactive payroll calculations for salary, overtime, call back, standby, shift premium, etc.	☐	
A39.	Confirms ability to process various payments such as severance, taxable and non-taxable expense reimbursements, as required, for all employees.	☐	
A40.	Confirms the solution allows employees on unpaid leave to receive allowances or other earnings (i.e. retro-active pay, child care leave 'top-up', overseas allowances, etc.).	☐	
A41.	Confirms responsibility for implementing all changes related to the introduction of new or amended Provincial, Federal and Territorial legislation which impacts payroll.	☐	
A42.	Understands and adheres to Canadian tax regulations as it applies to Canadian citizens (resident and non-resident), third country nationals and nationals at post located in the Regional Offices.	☐	
A43.	Processes benefit expenses and deductions including retail sales tax on specified benefits based on employee province of residence.	☐	
A44.	Processes other earnings for all employees such as fitness subsidy, education reimbursements, etc.	☐	

	Mandatory Requirement	Yes √	Response
A45.	Processes taxable benefits such as shower subsidy, Executive group life insurance, low interest loans, etc.	☐	
A46.	Processes various overseas allowances such as salary equalization factor, overseas premium, transportation, rental and utility allowances, etc. as required, for employees located in the regional offices.	☐	
A47.	Provides direct deposit file in CPA standard 005 (1464) file format on a bi- weekly basis to allow IDRC to process employee direct deposits.	☐	
A48.	Provides pay registers (PDF format) on a bi-weekly basis and general ledger (GL) reports and files (currently ASCII format) on a monthly basis. The GL file must include: o Salary and benefit expenses o Payroll liabilities o Month end accruals and reversals for remaining days in the month	☐	
A49.	Provides year end reporting, such as T4, T4A, EHT, NR4, etc. as per CRA requirements.	☐	
A50.	Confirms salary and benefits for individual employees can be split across more than one distribution/cost centre based on a percentage (i.e. 80% to one cost centre, 20% to another).	☐	
A51.	Provides seamless integration with self-service and leave management system.	☐	
	HRIS		
A52.	Provides user friendly screens to input, edit and maintain all employee data for both new, existing and non-paid employees, such as tombstone and demographic employee data.	☐	

	Mandatory Requirement	Yes √	Response
A53.	Allows manual input/creation of employee numbers	☐	
A54.	Provides benefits module that allows IDRC to maintain various coverages and accurately generate premiums and deductions.	☐	
A55.	Provides a highly functional position control module that allows IDRC to maintain current position, hierarchy and reporting structure as well as tie job and salary grades to a position.	☐	
A56.	Supports various employee categories (indeterminate, fixed term, casual, etc.) and types (Canadians, nationals at post, third country nationals, etc.).	☐	
A57.	Maintains historical data on employee effective dates, employment history, changes, leaves, etc.	☐	
	Employee Self Service		
A58.	Provides employees access to user friendly and secure self-service portal, in the official language of their choice, including ability to make personal information changes and view/print online pay statements.	☐	
A59.	Allows employees to view personal leave balances and pending requests.	☐	
A60.	Provides manager access to view their direct reports basic data (name, contact information, position title, employment history) and leave balances.	☐	
A61.	Using workflow: • allows employees to submit leave (vacation, sick, medical/dental appointments, etc.) and pay requests (overtime, standby, call back, etc.) to their manager for review and approval, for previous, current or future pay periods, • allows managers to view, approve and deny leave and pay requests as well as delegate temporary approval authority,	☐	

	Mandatory Requirement	Yes √	Response
	• submits information as necessary to payroll and leave management system for appropriate and necessary action, • provides HR/payroll administrators the ability to intervene on leave requests when such requests create a negative or pre-determined leave balance.		
A62.	Allows employees to securely access self-serve remotely using an Internet connection.	☐	
A63.	Confirms Employee Self Service is fully integrated with the proposed payroll/HRIS system.	☐	
	Leave Management System		
A64.	Administers IDRC's leave management policy within the Proponent's software system.	☐	
A65.	Maintains all leave banks and balances and allow for negative balances in pre-determined cases.	☐	
A66.	Advances various paid leave entitlements as per IDRC policy, based on hire or fiscal year date, accrues to GL as earned, and allows for leave carryover from previous years.	☐	
A67.	Provides payroll administrators the ability to manipulate, pro rate, and adjust employee leave balances as required.	☐	
A68.	Allows payroll administrators to run pre-determined and custom/ad-hoc leave reports from leave management database.	☐	

ANNEX B – Rated Requirements Checklist

As stated in **Section 3.2.2 Rated Requirements**, the following requirements will be evaluated according to the degree to which they meet or exceed IDRC's requirements.

As stated in in **Section 4.5.2 Response to the Statement of Work**, the Proponent **must provide detailed information relative to each requirement.**

All references to bilingual refer to English and French.

All fee implications related to the responses must be identified in the financial proposal.

	Rated Requirement	Response
	System Requirements	

B1.	Describe the **system functionality** of the proposed solution:
	
	• Provide a description of the proposed data migration/conversion activities.
	• Describe the user administration. Preferably, the solution should manage all users from one central application interface, and can perform the following tasks:
	  o Use role based authorization
	  o Delegate administrative tasks
	• Describe access to specific functions, files, and data elements restricted based on user profile or workstation ID.
	• Describe the sign-on mechanism/options available to IDRC (e.g. does the solution provide a single sign-on mechanism/option to allow employees to use their IDRC credentials?).
	• Describe your IT security infrastructure.
	• Outline how many concurrent users the solution supports.
	• Explain the ability of your solution to interface with other systems i.e. ERP, Microsoft SharePoint, Oracle Taleo, etc.	

	Rated Requirement	Response
	• Explain how employees select the interface language (English or French). • Detail the application response times, benchmarks for processes such as payroll, screen navigations, report generation, etc.	
B2.	Demonstrate your **systems maintenance strategy** by describing: • How often you upgrade or enhance your system(s), and how this affects the use of the system and business operations. • How you advise clients of system upgrades, changes and improvements. • The lead time you give to users with respect to planned 'downtime'. • What process is in place to provide IDRC notification and documentation updates with respect to system enhancements, changes and upgrades.	
B3.	Describe the **security, privacy, and confidentiality protocol and procedures** for the proposed solution by: • Confirming under which Canadian Privacy legislation your organization operates. • Confirming if you have a designated individual within your organization responsible for Privacy compliance and explaining their responsibilities and how they fulfill the privacy requirements. Provide a list of any significant failures, breaches or issues encountered in the last 5 years and a summary of actions taken to resolve them.	

	Rated Requirement	Response
B4.	Describe your **current security systems and procedures** such as: • Firewall that filters the required protocols and supports the logging of all access attempts. • Web server support of TLS/SSL and the use of encryption keys and when these keys are modified (e.g. modified every two (2) years at a minimum). • Secure authentication technology (e.g. token technology or user ID and password / password life and complexity). • How IDRC data is segregated from Proponent's and other clients' data within the system.	
B5.	Describe your **current security policy and processes** such as: • Regular auditing of all processes and reviews of all firewall rule sets (include interval timeframes). • Prohibited storage, use and access to any information for any purposes other than for the original intent. • Security screening (employees and contractors have been security screened to the level specified for their position or contract, or to the minimum required to access the system, whichever is greater). • Access control review (granting, modifying or revoking accesses). • Security incident reporting and escalation process. • Timeframe to notify IDRC of any security incidents that could affect IDRC data. • Physical location/physical access control procedures (i.e. does the system reside in an area that meets the physical security requirements appropriate to its sensitivity level, is access to the site restricted to authorized personnel, including backups, etc.).	

	Rated Requirement	Response
B6.	Describe your **policies and standards around cyber protection including which ISO or other standard(s)** you are currently compliant with.	
B7.	Indicate if there is **redundancy in all systems** supporting your production environment, including but not limited to: o Backup communication lines o Backup application o Backup database o Backup hardware o Backup power supply	
B8.	Describe the **process for providing IDRC a copy of all of its data** and include details for each such as on what format, by what method (e.g. electronic or physical delivery to IDRC), and timeframe the data will be returned (e.g. within 5 days of the quarter, within 5 days of the termination date, etc.)**:** • On a regular basis (minimum quarterly). • Upon termination of a resulting contract, and terminating for whatever reason (e.g. Proponent bankruptcy, end of natural contact lifecycle, etc.). Explain what steps are taken at contract termination, and terminating for whatever reason, to ensure the Proponent does not keep/maintain a copy of any IDRC data.	
B9.	Describe in depth your **problem management/resolution process** including, but not limited to, areas such as: • Notification process from IDRC to Proponent. • Service level standards.	

	Rated Requirement	Response
	• Standard response times and definitions for: o Critical 'live' issue o Very important issue o Important issue o General issue o Enhancement request • Escalation process. • Resolution documentation. • Reporting.	
B10.	Provide details on **disaster recovery**: • Describing your disaster recovery plan and indicating if you have a disaster recovery facility that is separate from the primary production site to provide full backup and timely resumption of processing for critical systems. • Describing how, in the case of a primary failure of any kind, you will have all relevant data and procedures in place to ensure that payroll will run and reports will be produced.	
	General System Functionality	
B11.	Describe the **general functionality of the proposed solution**: • Explain how payroll administrators access the payroll database. • Describe the limits, if any, to the number of payroll administrators that can access the system at one time. • Describe the limits, if any, to the number of employees that can access the system at one time. • Describe how long the system will maintain history from data fields for all employees. Indicate which data fields the system maintains history. • Describe user search features:	

	Rated Requirement	Response
	◦ Can a user search by employee number, by Last Name/First name, etc.? ◦ Can search definitions be stored? • Provide screen shots of frequently used screens including new employee entry, employee change fields, timesheet entry, payroll audit, etc. • Confirm if the system provides the ability to automatically notify other areas/employee of IDRC of a new hire or other activities, and if so, explain this functionality.	
B12.	Describe the **process for making corrections** to historical, current, and future-dated records.	
B13.	Describe the **reporting functionality** of the system: • Provide the name of the reporting tool included in the solution. • Explain how the reporting tool is user friendly and easy to learn. • Describe the steps required to run a report from the standard suite, including the output file formats available. • Describe the steps required to write/create a custom/ad-hoc report, including the output file formats available. • Provide details on whether or not both the standard suite and custom/ad-hoc report features allow the payroll administrator to report on any and all fields in the payroll/HRIS database. • Provide details on whether or not IDRC can save/migrate all current custom/ad-hoc Crystal reports previously created, in the Proponents reporting tool.	
B14.	Explain how your **system handles various Chart of Accounts (COA)** structures.	

	Rated Requirement	Response
	Payroll	
B15.	Describe the **functionality of the payroll portion** of your solution: • Describe the steps for running payroll, including a description of 'wizards' that may be included to walk the user through tasks. • Describe the audit process for each payroll. • Describe your flexibility in the pay processing dates. • Describe how the system is configured to pay overtime, standby and call back pay at different rates or track time in lieu of pay. • Explain if and how the system supports an online "what-if" with update capability. If so, please explain. • Describe the system's ability to set-up deductions with appropriate effective dates (historical, current and future), including whether or not it is possible to set a goal (i.e. monthly limit/ceiling) for deductions. • Explain how batch input screens for hours and earnings be customized or user defined. • Explain if and how the system provides the ability to import transactions for pays / deductions (i.e. from Excel, CSV file, etc.). • Confirm the cut-off time for payroll processing (i.e. what is the latest date/time IDRC can make payroll changes prior to a pay being finalized). • Describe how the system handles garnishments. • Describe how the leave management/self service module integrates into the calculation of pay.	
B16.	Describe the **procedures for payroll corrections**, **including retroactive payments:** • Explain the steps required to make a corrections to payroll errors. • Explain how the payroll system support automatic retroactive pay calculations and payments.	

	Rated Requirement	Response
	• Describe how pay and deductions are adjusted retro-actively, including correct calculation of pension and/or retirement compensation arrangement contributions based on the year for which the retroactive calculation is being paid. • Describe the ability to make off cycle pay runs, outside of the pre-established regular payment schedule. • Explain if and how, should IDRC decide to switch 'current' paid employees to 'arrears' at a future date, this can be accommodated.	
B17.	Explain how you ensure **compliance** with all Federal, Provincial and Territorial legislation and IDRC's own in-house deductions and allowances (i.e. life insurances, United Way, computer loans, overseas allowances, etc.) which affect any "gross to net" calculations, remittances, or taxable benefits even if specific only to IDRC. Explain **if and how you make payments** to Federal, Provincial and Territorial governments for purpose of remitting required statutory deductions, such as CPP, EI, EHT, on behalf of IDRC as per Canada Revenue Agency threshold 2 remitter requirements to two separate CRA account numbers.	
B18.	Describe your **file/reporting procedures**: • Explain how you will produce direct deposit files for regular employees, casual employees, and Board of Governors in required Canadian Payments Association (CPA) format. • Describe how you will create and submit GL files (currently ASCII) and reports (PDF) to IDRC for all statutory and optional deductions including employee benefits, life, medical and dental insurance, CSB, Alterna, Group RRSP, United Way, etc. • Provide a list of all other GL file formats available, other than ASCII.	

<table>
<tr><th></th><th>Rated Requirement</th><th>Response</th></tr>
<tr><td>B19.</td><td>Provide details on your year-end process:
Describe the process for preparing ROE’s.
Describe the year end reporting process, including the production of T4s. Specifically, explain the Proponent/client responsibilities for the year end and/or year begin process.
Outline your controls for meeting the February 28 deadline for distributing T4s.
Describe how T4s are distributed to all employees.
Describe how you handle requests for duplicate T4s.
Explain if and how you offer reconciliation of annual Pensionable and Insurable Earnings Review (PIER) reports.</td><td></td></tr>
<tr><td></td><td>Human Resources Information System</td><td></td></tr>
<tr><td>B20.</td><td>Describe the functionality provided in the HRIS system:
Describe how the system obtains, updates, maintains and protects employee tombstone/demographic information such as, but not limited to:
Employee Number
Responsibility/Cost Centre Number
Employee Name
Preferred language of correspondence
Social Insurance Number
Pay Scale (employee level)
Tax Province
Province of Residence
Address (residence)
Personal Tax, CPP and EI Exemption and additional tax
Hire Date / Seniority Date
Date of Birth
Banking Information</td><td></td></tr>
</table>

	Rated Requirement	Response
	o Employment Category (regular, casual, Board of Governor) o Hours (Standard, Variable) o Gender o Employment equity information o Employment Type (Canadian, Non Canadian National at Post, Non Canadian Third Country National) • Explain how the system allows for job-related information tracking (grade, salary, job family, employment equity and other attributes). • Describe how the system tracks terminations by reason, date, rehire eligibility, etc. • Explain how your system creates and retains salary history. • Describe how the system allows for skills/education/security clearance tracking.	
B21.	Provide details on **creating organization charts**: • Explain if and how your system creates organization charts. If yes, provide a sample output. • Explain if and how your system provides the ability to export data to a separate organizational charting application. If yes, include the names of all separate applications.	
B22.	Describe the **functionality of the benefits module**: • Describe the initial set up procedures for all benefit plans. • Explain how the module generates premiums and payroll deductions. • Describe how the system processes benefits expenses and deductions. • Explain if and how the system allows benefits accruals for employees without earnings (i.e. leave without pay).	

	Rated Requirement	Response
	• Explain if and how the system automatically terminates specified employee benefits upon termination. • Explain if and how benefits reports can be produced by category, provider, etc.	
B23.	Describe the **position control functionality**: • Describe the relationship model for positions, jobs, and attributes. • Can the solution prohibit setting up an employee if a position does not appear as "vacant" in position control? If so, can that be overridden? • Explain if and how the system supports employees with multiple positions and departments. • Explain if and how the system captures position to position reporting hierarchy, job classification/occupation and staffed and vacant positions. • Explain if and how the system supports multiple employee and category groups. • Explain if and how the system integrates the position with the cost centre and links it to pay grades. • Explain if and how the system maintains a chronological history of authorized positions and incumbents by position. • Outline how salary grades are assigned (e.g. to a position or employee?). • Explain if and how the system allows for management of organization restructuring including position control and salary changes. • Describe how position status is maintained in the system (e.g. filled, vacant, acting, etc.). • Outline what information associated with the employee is controlled by the position.	

	Rated Requirement	Response
	Employee Self-Service	
B24.	Describe the **functionality of Employee Self-service portion** of your solution: • Describe how employees access the system. • Explain if and how the 'landing page' can be customized by payroll administrators with IDRC news and announcements, frequently used forms and tools, links to key IDRC websites (both internal and external), etc. • Explain if and how users can customize their self-service home page. • Identify any features, functionality or limitations of the system not referenced above.	
B25.	Explain **how employees interact** with self-service: • Describe the steps involved for an employee to update personal information (i.e. change of address) and what information can be modified by the employee. • Explain if and how employees can view/print T4s from self-service. • Provide screen shots of the employee's view of leave and time requests and leave balances. • Explain how the system allows for input of atypical schedules, i.e. part time, shifts, weekends, on call, Sunday to Thursday work week, etc. • Explain if and how the system provides the ability to track time worked against more than one (1) project, including time worked on multiple projects on the same day.	
B26.	Explain the **delivered capabilities for a system administrator** to manage self-service.	

	Rated Requirement	Response
B27.	Describe the **workflow capabilities** delivered with employee self-service: • Describe how an employee inputs a leave/pay request for previous, current and future pay periods. • Explain if and how the system automatically sends an email notification to the approver to inform them they have a leave request pending. • Explain if and how the system allows for escalation of notice if the approver doesn't respond in a pre-set amount of time. • Explain if and how managers or delegates can submit leave requests on behalf of another employee. • Explain if and how the system allows the employee to monitor the status of leave requests. • Explain if and how HR/payroll administrators can monitor and intervene in employee leave requests or management leave approvals in pre-determined circumstances (i.e. negative balances, unpaid leave, HR approval required, etc.). • Describe in detail the management hierarchy/levels permitted to review/edit/sign off on time and leave requests. • Is the hierarchy maintained in the self service module or does it read from the HRIS module? • Explain if and how the system allows direct entry and approval of employee time and leave over the Internet using a standard Web browser. Note: at time of RFP issue, IDRC's standard Web browser is Internet Explorer 10, however all desktops also have Firefox 31.6ESR and Google Chrome (latest version, auto update).	
	Leave Management	
B28.	Describe the **functionality of the Leave Management** portion of your solution:	

	Rated Requirement	Response
	• Explain how your system facilitates leave administration and time management. • Explain if and how the system tracks leave start and return dates as well as leave history. • Explain if and how paid leave plans can be configured for monthly accrual. • Explain if and how paid leave plans can be configured based on years of service or user defined criteria. • Describe the process for creating and editing a leave entitlement bank. • Explain how the system allows for paid leave plan carryover based on fiscal year. • Explain if and how system supports unlimited types of leave, including leave unique to IDRC. • Describe the process for running leave reports.	
	Implementation Plan	
B29.	Describe the **overall implementation strategy and plan**: • Confirm your ability to meet the required dates as established in this RFP document. • Provide the project plan for the transition from the current IDRC internal payroll to the Proponent's payroll solution; include key steps and milestones. • Confirm how long a typical implementation for Payroll and Leave Management takes. • Describe the process during the "black-out" period, i.e. the period between the time IDRC stops performing the administration and the go live date. • Identify the expected number of IDRC staff which will need to participate in the implementation, the required expertise, the	

	Rated Requirement	**Response**
	effort required from their part and the expected timeframe for their support. • Identify any support required from other parties during the implementation period, the required expertise, the effort required from their part and the expected timeframe for their support.	
B30.	Explain how you will be able to **adapt to IDRC's new Chart of Accounts (COA) structure** as part of the implementation plan.	
B31.	Describe your **approach** to identifying, managing, mitigating, and tracking project risks: • Provide a sample risk mitigation plan. • Describe your test plan to ensure the accuracy and completeness of data and the accuracy of calculations and forms. • Describe your testing and quality assurance methodology. • Describe your user acceptance process.	
B32.	Describe your **training strategy**: • Provide a training plan and schedule for all stakeholder groups. • Provide a sample of your training material. • Describe the 'train the trainer' training and how it prepares super-users to deliver classroom training and respond to questions from the end-users. • Provide a brief overview of the training for all categories of users (i.e. key system administrators, payroll and HR users, employees and managers). • Confirm that all training documentation will be provided in both official languages, in an editable format (i.e. MS Word, PowerPoint) and/or online and will include:	

	Rated Requirement	Response
	o General reference material (i.e. system administrator and user guides, etc.); o How to/quick steps; o Frequently Asked Questions (FAQ), and Classroom training material which includes: presenter slides and supporting narrative, handouts, scripts to follow for delivering online demonstrations, and training environments for examples and exercises.	
B33.	Describe your **communication strategy**: • Describe the proposed communication plan to employees, including the timelines and themes. • Describe at which points during the implementation employees should receive project updates and news. • Describe your post-implementation communication strategy for employees to ensure that they are aware of the services and tools available to them. • Provide examples of employee template communication pieces including company and project introduction, milestone and timeline updates, FAQ's, etc. • Describe your communication plan to ensure employees are made aware of changes or enhancements to the services and tools available to them post implementation and provide examples of the standard documentation/brochures/emails that are used. • Confirm that all communication pieces will be provided in both official languages, in an editable format (i.e. MS Word, PowerPoint)	

ANNEX C – Pricing Requirements Checklist

Continuing from **Section 4.6.2 Pricing Requirements**, the following must be addressed in the Proponent's financial proposal.

C1. ASSUMPTIONS
The Proponent is to state the assumptions underlying its financial proposal.

C2. BASIS OF PAYMENT
All prices are to be quoted in Canadian dollars (CAD) and be exclusive of the Goods and services Tax (GST) or Harmonized Sales Tax (HST). The GST or HST, whichever is applicable, shall be extra to the prices quoted by the Proponent and will be paid by IDRC.

Implementation: The Proponent is to provide a firm fixed price for its Implementation Plan.

On-going Services: The Proponent is to provide firm all-inclusive rates based on a five (5) year initial contract term.

The firm all-inclusive rates and/or prices shall include all labour, materials, photocopies, telephone charges, overhead, profit, travel, and all other costs associated with providing the Services outlined in the Statement of Work.

Any Proponent who is a non-resident of Canada for tax purposes shall clearly state this fact in its financial proposal; otherwise, the Proponent will be deemed to have represented and warranted that it is a resident of Canada for tax purposes.

C3. TOTAL PROPOSAL PRICE

C3.1 Proposal Price-Overall
If appropriate, use the following assumptions to determine rates and/or prices:
26 pay periods
375 employees ("end-users")
2 HR super-users
2 HR payroll users
8 HR users

Provide total costs applicable to IDRC for each column (**(a)** through **(f)**).

	Implementation	**On-going Services**				
	Implementation Plan (a)	**Year 1 (b)**	**Year 2 (c)**	**Year 3 (d)**	**Year 4 (e)**	**Year 5 (f)**
Total proposal price						
					Total (a thru f)	

C3.2 Proposal Price-Breakdown
Detail <u>all</u> rates and/or prices in the following format to support the above table. *Add as many rows as required.*

Implementation Plan				
Item	**Item Description**	**Qty**	**Price**	**Extended Price**
1				
2				
3				
			Total (a)	

Year 1				
Item	**Item Description**	**Qty**	**Price**	**Extended Price**
1				
2				
3				
			Total (b)	

Year 2				
Item	**Item Description**	**Qty**	**Price**	**Extended Price**
1				
2				
3				
			Total (c)	

Year 3				
Item	**Item Description**	**Qty**	**Price**	**Extended Price**
1				
2				
3				
			Total (d)	

Year 4				
Item	**Item Description**	**Qty**	**Price**	**Extended Price**
1				
2				
3				
			Total (e)	

Year 5				
Item	**Item Description**	**Qty**	**Price**	**Extended Price**
1				
2				
3				
			Total (f)	

C4. Additional Costs

Provide details where any of the prices noted in the above tables could be impacted and potentially changed. Provide details on any other activities that IDRC would be charged for that are not noted in the above tables.

Example 1: Is there anything that could cause the Firm Fixed price for the *Implementation Plan* to change? (e.g. delay in the release of IDRC's new Charter of Accounts) (e.g. IDRC changing financial systems)

Example 2: During the *On-Going Services*, would IDRC be charged for modifications to services and process related to amendments to IDRC policies? (e.g. If yes, is this done on a time and expenses bases, and if so, what are the rates?)

Example 3: During the *On-Going Services*, if IDRC were to add or delete users, what is the financial impact to IDRC?

Example 4: During the *On-Going Services*, if IDRC were to discontinue use of the Leave Management functionality/module, would there be a financial impact to IDRC?

Detail all rates and/or prices in the following format that may be applicable to IDRC for additional costs. *Add as many rows as required.*

Additional Costs		
Item	**Item Description**	**Price**
1		
2		
3		

C5. Pricing for Renewal Terms

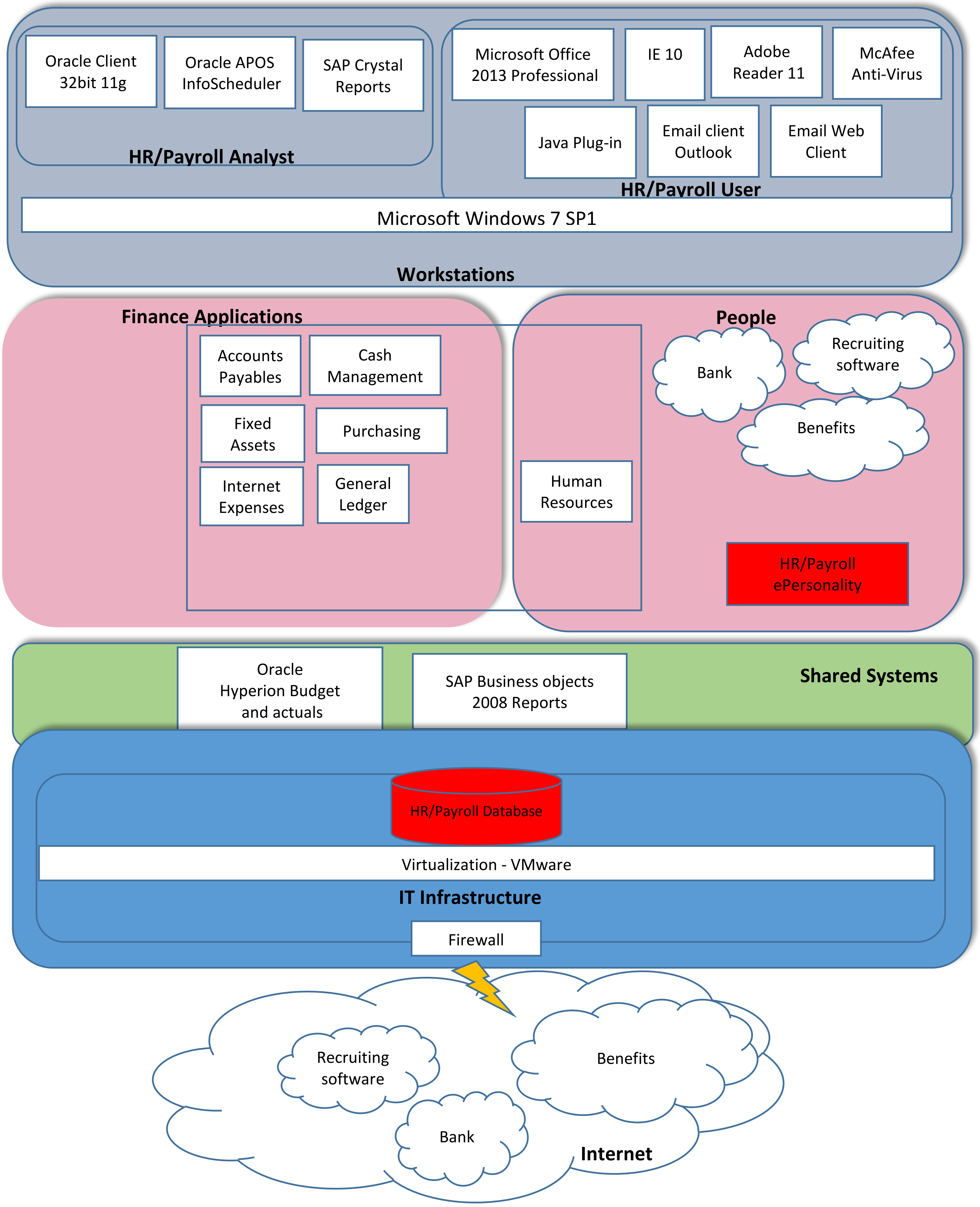
Pricing for each Renewal Term will be revisited prior to each renewal period and agreed to in writing by both parties by way of Amendment, and whereby an increase in the rates and/or prices for the Renewal Term may not exceed the Consumer Price Index that is published by Statistics Canada by Province for Ontario.

C6. Invoicing

The Proponent shall propose an invoicing schedule for: **a.** the *implementation*, and **b.** the *on-going Services*

Important note: IDRC's payment terms are NET 30.

ANNEX D – IDRC IT HR Systems Overview



ANNEX E – IDRC Leave and Days Off Policy

Annex **E** has been posted to buyandsell.gc.ca as a separate document for retrieval by Proponents.

ANNEX F – IDRC HR Organizational Chart