



Procurement and Contracting Services
30 Victoria Street
Gatineau QC K1A 0M6
supplier@elections.ca

REQUEST FOR INFORMATION

Office of the Chief Electoral Officer File No.:

ECPB-RFI-16-0091

Title:

Integrated Resource
Planning Model (IRPM)

Date:

July 11, 2016

Closing Date and Time:

July 25, 2016 – 2:00 p.m. (Gatineau time)

Enquiries – address enquiries to:

Office of the Chief Electoral Officer of Canada
30 Victoria Street
Gatineau QC K1A 0M6
Canada

supplier@elections.ca

Attention:

Pascal Bouchard-Phillips
Senior Advisor
Procurement and Contracting
Services

Tel No.:

819-939-1488

SUBMIT RESPONSE VIA RFI ONLINE QUESTIONNAIRE:

[http://electionscanada.sondages-
surveys.ca/s/RFIPS/langeng/](http://electionscanada.sondages-surveys.ca/s/RFIPS/langeng/)

Additional and supporting material may be
submitted to:

supplier@elections.ca

This Request for Information (“RFI”) contains the following information:

Part 1 – Background and Purpose

Part 2 – Nature of Request for Information

Part 3 – Nature and Format of Responses Requested

Part 4 – Response Costs

Part 5 – Treatment of Responses

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<http://electionscanada.sondages-surveys.ca/s/RFIPS/langeng/>

Annex B – Integrated Resources Planning Model (IRPM) Proposed Model

REQUEST FOR INFORMATION

Integrated Resource Planning Model (IRPM)

Part 1. Background and Purpose

1.1. Purpose

Elections Canada is seeking feedback from suppliers on Elections Canada's requirement for an Integrated Resource Planning Model (IRPM).

The purpose of this Request for Information (RFI) is to identify possible solutions which support Elections Canada requirements for recruitment, training, and payment of our 285,000+ electoral workforce.

Elections Canada currently uses different information technology systems, links, and processes with various degrees of integration, most of which are reaching the end of their life cycle. With the evolution of technology and advancements in supplier practices and standards along with modernized methodologies, Elections Canada is exploring the viability of implementing an enterprise-wide solution that could promote a holistic approach and seamless experience for the electoral worker employment journey with Elections Canada.

This experience and journey would include several facets during the employment tenure with the first component encompassing the recruitment, training and payment functions. To that end, Elections Canada would like to explore solutions that could possibly facilitate the streamlining and strengthening of key business processes and associated workflows, introduce administrative efficiencies and leverage modern solutions, such as self-serve options, etc.

1.2. Integrated Resource Planning Model

In May 2016, Elections Canada launched its Enterprise Resource Planning (ERP) standard compliance initiative – the IRPM in response to the Treasury Board of Canada Secretariat (TBS) requirement for departments and agencies to adhere to one standard.

IRPM comprises four phases as follows:

Phase	Module	Start Date	End Date
I	Recruit, Train and Pay Services (Modernized, Integrated Systems and Self-Service technology at ECHQ and Field)	2016	April 2018
II	Financial Management Transformation (FMT) – Towards Government of Canada Interoperability (i.e. Agility in efficient support of operational processes and legislative changes – FMT is leading Central Agencies requirements for FreeBalance upgrades and new generation of Finance System.	2018	April 2019
III	Asset management and Electronic provisioning of goods and services (E-	2018	2020

Procurement Solution – EPS)			
IV	Post-Transformation and Convergence with Government of Canada interoperability (After 43 rd GE)	2020	2021

This RFI addresses Phase 1 - Recruit, Train and Pay Services requirements, but it also highlights subsequent phases which may include financial planning and budgeting, asset and material management, salary forecasting, etc.

The integrated solution would be distributed throughout Elections Canada headquarters (ECHQ), located in Gatineau, QC, and may include approximately 486 locations across Canada that include the Returning Officer (RO) and Additional Assistant Returning Officer (AARO) offices.

1.3. Desired Outcomes and Expectations

Elections Canada's philosophy is that regardless of the best-of-breed and/or fully integrated tools it uses internally to manage each facet of the electoral field workers employment journey, it should be transparent to its client-base. It should be intuitive, seamless, and user-friendly to encourage prospective workers from broad demographic profiles to use these tools and make their interests known to recruiters, trainers, and hiring electoral administrators.

1.3.1. Long-Term Vision

EC's vision of this experience and journey encompasses a prospective worker's initial contact with Elections Canada such as expressing availability to work at one of the Electoral Districts (ED), providing information that would serve various functions by allowing this prospective worker to create an initial profile, highlight their skills set, navigate to applying for one or several positions, and identify availability to participate on mandatory training sessions and modules for specific position(s) under consideration. Key information would also be re-used and serve to recruit and train workers. Selected workers would attend mandatory training and successful candidates retained for work would be assigned to a specific position at a pre-defined location. The worker and/or a designated local representative may record time actually worked leading to the remuneration for their completed training, services, and permitted allowances for the specific position(s) occupied.

The IRPM must also:

- (a) Provide a compliant, integrated, secure, easy to use, and efficient resources to administer the complete life cycle of human capital and administration of other types of transactions both at ROs and AAROs offices and ECHQ;
- (b) Achieve sustainability of a minimum of two Canada-wide Electoral Events (in this context meaning general elections) with a horizon of at least 10 years for Recruit, Train and Pay Services and its components;
- (c) Achieve adaptability and agility to new technological changes for integrated resources;
- (d) Ensure a positive experience using integrated resources for workers and administrators;
- (e) Enable electoral field administrators and workers to perform their service transactions

- with ease using any type of device, anywhere and at any time (self-service oriented);
- (f) Enable field administrators to manage the recruitment, training, and any payment process regardless of geography; and
- (g) Ensure that support services offered are agile, reliable, and innovative.

1.3.2. Key Business Drivers

For phase 1 to be successful, the Key Business Drivers (detailed below in alphabetical order) will be an integral component to the IRPM.

- (a) Electoral Districts (“ED”): Electoral Districts are ridings linked by geography and population. Within each ED, there is one RO office and there may be one or more AARO offices (also called satellite offices) and its polling stations.
- (b) Financial Information Reporting: Financial information reporting is ensuring that relevant financial details are presented in a structured manner that is easy to understand (online and paper-based).
- (c) Payment: Payment is the sum total of all compensation that Elections Canada must pay to its workers for a set period of time or on a given date, as well as the payment for goods and/or services rendered.
- (d) Recruitment: Recruitment is the identification and hiring of individuals to join Elections Canada as workers, registering workers for required training (on-line or in-class), and assigning workers to a specific working place (e.g. RO office, AARO office and other locations within an ED).
- (e) Retention: Retention means retaining workers.
- (f) Self-Service: Self-service is the mobility and accessibility of technological interfaces to make service transactions convenient and faster, anywhere and at any time.
- (g) Time Management: Time management is the ability to use and register time productivity (timesheets and non-salary transactions).
- (h) Training: Training is the delivery of on-line learning content to recruited individuals, the monitoring of individual progression, and the support of a holistic suite of learning materials.

1.4. Anticipated Procurement Timeline

Elections Canada is at the preliminary stages of the procurement process with the IRPM being a multi-year initiative that will follow an ambitious timeline to ensure contract award. The high-level procurement timeline will follow a multi-phase procurement process that will comprise the following key activities for the Phase I components:

Procurement Phase	Estimated Timeline
	Planning – RFI July 2016
Planning – business case, requirements definition, possible supplier engagement, etc.	July to September 2016
	Solicitation October to November 2016
	Evaluation December 2016 to February 2017

1.5. EC Mandate

Elections Canada is the independent, non-partisan agency responsible for conducting federal elections, by-elections and referenda. It reports directly to Parliament. Its day-to-day activities and decision-making are guided by key values including ensuring sound stewardship and accountability in how Elections Canada manages its resources and public funds.

The statutory mandate of Elections Canada is highly operational. A legal separation of responsibilities prevents formal centralization of authority over the electoral process and demands high levels of direct local participation and management by the political parties and election officials involved. Much of the electoral administration policy is explicitly stated in electoral legislation. This presents many logistical scenarios that are unique to Elections Canada.

The 42nd general election held on October 19th, 2015 was a historic 78-day election. The next fixed Election Day for the 43rd general election will be held on October 21st, 2019. However, with little or no notice, the Governor General, with advice from the Prime Minister, may initiate an Electoral Event at an earlier date. Once the Electoral Event is launched, Elections Canada and an appointed RO in each of the country's 338 federal EDs mobilize thousands of temporary workers and set the machine of an electoral process in motion.

1.6. Electoral Event Numbers

The following volumetric data may be associated with a general election:

- (a) a minimum electoral calendar of 36 days from the call of the general election to Election Day;
- (b) 338 EDs;
- (c) 486 local offices including satellite offices;
- (d) 338 ROs;
- (e) over 19,000 polling sites;
- (f) 70,850 polling stations composed of
 - i. 64,328 ordinary polls;
 - ii. 1,762 mobile polls; and
 - iii. 4,760 advance polls;
- (g) over 285,000 specific temporary worker positions to be filled across Canada;
- (h) 1,200 temporary workers to be required to support 11 call centres;
- (i) over 26 million electors; and
- (j) over 1,800 candidates.

1.7. Responding to the Request for Information

To respond to the RFI, you do not need to provide all of the components of the IRPM nor are you

required to have previous experience with EC or the Government of Canada. You may be one of the following:

- A supplier that specializes in one or multiple areas of recruitment, training, and payment;
- An integrator;
- A supplier that may partner with an integrator; or
- A supplier that specializes in other related areas.

The RFI online questionnaire is structured to allow for respondents to complete the components and areas that they are specifically willing to share information with Elections Canada. The objective is to obtain sufficient information from respondents to ensure the required analysis may be performed to allow for recommendations to best align its IRPM.

The information collected from this RFI will serve to assist Elections Canada in learning about the products and offerings that are available on the market specific to recruitment, training, and payment for its electoral field workers. Your responses will provide an opportunity to identify the various solutions that are available and contribute to a more detailed analysis that will be conducted during the fall of 2016.

The issuance of this RFI does not create an obligation for Elections Canada to issue a solicitation, and does not bind Elections Canada legally or otherwise, to enter into any agreement or to accept any suggestions from respondents. Elections Canada reserves the right to accept or reject any or all comments received.

There will be no short listing of firms for purposes of undertaking any future work as a result of this RFI request. Similarly, participation in this RFI request is not a condition or prerequisite for participation in any subsequent solicitation.

At the RFI closing date and time, the link to the RFI online questionnaire will be removed. Results will be generated based on the analysis of all of the information submitted.

Further respondent engagement activities may be conducted by Elections Canada and may include supplier engagement days, one-on-one meetings, product demonstrations, requests for additional information from respondents, etc.

Part 2. Nature of Request for Information

This is not a solicitation. This RFI will not result in the award of any contract and no source list will be created. As a result, potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Therefore, whether or not any potential supplier responds to this RFI, it will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit

feedback from suppliers with respect to the matters described herein and should not be considered as an authorization to undertake any work that would result in costs being charged to Elections Canada.

Part 3. Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses.

Part 4. Response Costs

Elections Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

Part 5. Treatment of Responses

5.1 Use of Responses

Responses will not be formally evaluated. However, the responses received may be used by Elections Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Elections Canada will review all responses received by the RFI closing date. Elections Canada may, in its sole discretion, review responses received after the RFI closing date.

5.2 Review Team

A review team composed of representatives from Elections Canada will review the responses. Elections Canada reserves the right to hire any independent consultant, or use any government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

5.3 Confidentiality

Respondents should mark any portions of their response that they consider proprietary or confidential. Elections Canada will handle the responses in accordance with the Access to Information Act.

5.4 Follow-up Activity and One-on-One Meetings

Elections Canada may, in its sole discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of a response or for one-on-one meetings.

Part 6. Official Languages

Responses to this RFI may be submitted in either of the official languages of Canada, English or French.

Part 7. Information Requested by Elections Canada

7.1 Responses to Questions to Suppliers

This RFI includes an online questionnaire that consists of specific questions which respondents can respond to.

Additional or supporting documents may be sent by email to supplier@elections.ca by the closing date and time identified on the cover page of this document.

These documents remain a work in progress and respondents should not assume that new clauses or requirements will not be added to any solicitation that may ultimately be published by Elections Canada. Nor should respondents assume that none of the clauses or requirements will be deleted or revised.

Part 8. Volumetric Data

The data is being provided to respondents purely for information purposes. Although it represents the best information currently available, Elections Canada does not guarantee that the data is complete or free from error.

Part 9. Format of Responses

Respondents are requested to complete the RFI online questionnaire. For additional or supporting documents sent by email, please respond as follows:

9.1 Cover Page

If the response includes multiple volumes, respondents are requested to indicate on the front cover page of the response the title of the response, the RFI number, the number of volumes and the full legal name of the respondent.

9.2 Title Page

The first page of each volume of the response should be the title page, which should contain:

- (a) the title of the respondent's response and the volume number;
- (b) the name and address of the respondent;
- (c) the name, address, telephone number and email address of the respondent's contact;
- (d) the date; and
- (e) the RFI number.

9.3 Numbering System

Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.

Part 10. Enquiries

This is not a solicitation, therefore Elections Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential respondents. However, respondents with questions regarding this RFI may direct their enquiries to the Contracting Authority:

Pascal Bouchard-Phillips
Senior Advisor, Procurement and Contracting Services
supplier@elections.ca
(819) 939-1488

Part 11. Submission of Responses

11.1 Time and Place for Submission of Responses

Respondents interested in providing a response should complete the RFI online questionnaire and submit any additional or supporting documents to the Contracting Authority via the email address and by the closing date and time identified on the cover page of this document.

11.2 Responsibility for Timely Delivery

Each respondent is solely responsible for ensuring its response is delivered on time to the correct location, through the RFI online questionnaire and to the correct email address (if applicable).

11.3 Identification of Response

Each respondent should ensure that its name, contact address and email address, the RFI number and the closing date are included in their response.

11.4 Use of Request for Information Online Questionnaire

Respondents interested in providing responses and comments can access the RFI online questionnaire at the following link:

<http://electionscanada.sondages-surveys.ca/s/RFIPS/langeng/>

- (a) You must fill out the supplier information (five first fields: Company, Address, Contact E-mail, Respondent's Name, Contact Phone) in order to continue with the online questionnaire.
- (b) Please fill out the online questionnaire by following the instructions on each question (some are multiple choice, yes/no, or require a written response, etc.).
- (c) At any time during the completion of the online questionnaire, you may choose to save your answers and continue later by:
 - i. Clicking on the "Save and continue later" button at the bottom of any page; or
 - ii. Providing an email address to which a link will be automatically sent for you to continue later.
- (d) Once you have completed and answered all the questions, please save your online questionnaire for your records by downloading/printing the responses, in PDF or Microsoft Word format, after clicking the SUBMIT button.

If you experience any issues in accessing the online questionnaire or any other interruptions please contact the Elections Canada Contracting Authority: supplier@elections.ca.

The RFI online questionnaire will only be available to respondents until the closing date and time identified on the cover page of this document. Respondents must ensure that they keep a record of their responses by printing the RFI online questionnaire. Elections Canada will be responsible for retrieving the responses from the RFI online questionnaire and making its own copies. Elections Canada will not provide copies of the RFI online questionnaire responses to respondents.

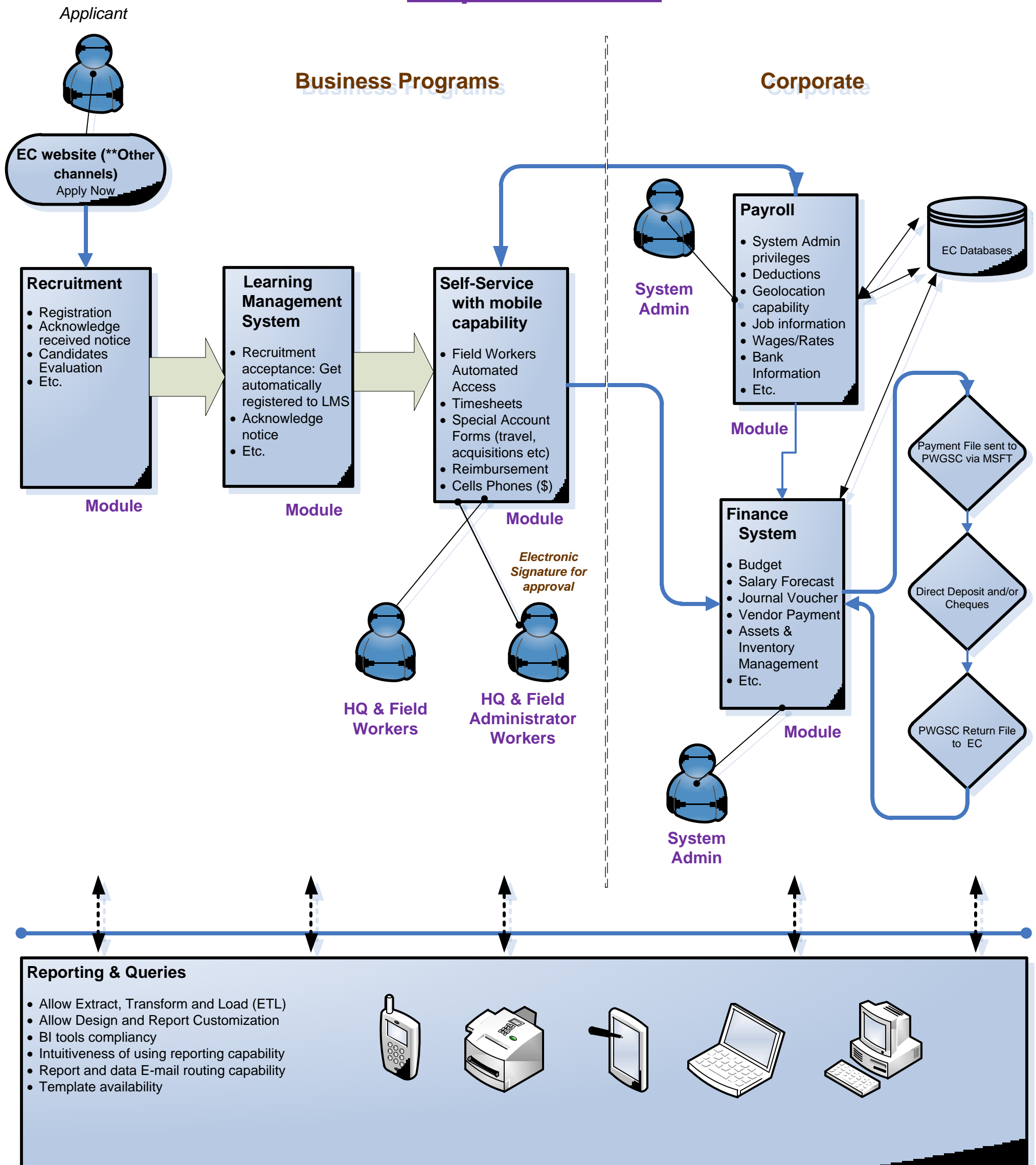
Annex A

Questions to Suppliers – Request for Information Online Questionnaire

Respondents interested in providing responses and comments can access the RFI online questionnaire at the following link :

<http://electionscanada.sondages-surveys.ca/s/RFIPS/langeng/>

Annex B Integrated Resource Planning Model (IRPM) Proposed Model



** Other channels may refer to Newspaper, Social Media, etc..