REQUEST FOR INFORMATION

FOR

HUMAN RESOURCES CASE MANAGEMENT SOLUTION

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1 General Information

1.1 Introduction

a) Phase one (1) of Procurement Process: This Request for Information (RFI) is part of the first phase of procurement process to procure a *Human Resources Case Management System (HRCMS) Solution* (the "Solution") for Canada Mortgage and Housing Corporation.

Suppliers are invited to submit responses to assist CMHC in refining its requirements for the Solution. Suppliers are not required to submit a response to this RFI in order to participate in any later phases of the procurement process for the Solution.

b) **RFI Phase is not a Bid Solicitation**: This RFI is not a solicitation of bids or tenders. No contract will be awarded as a result of the activities undertaken during this RFI. CMHC reserves the right to cancel any of the preliminary requirements described as part of the Solution at any time during the RFI or any other phase of the procurement process. Given that the RFI process and any related procurement activity may be partially or completely cancelled by CMHC, it may not result in any subsequent procurement processes.

c) **Responses Costs**: CMHC will not reimburse any supplier or any of its representatives for any overhead or expenses incurred in participating in or responding to any part of the RFI phase. Suppliers are also responsible for carrying out their own independent research, due diligence and investigations (including seeking independent advice) that they consider necessary or advisable in connection with their participation in the RFI process and any future procurement process. Responses to this RFI will not be returned to Respondents.

d) **Responses**: Responses will not be formally evaluated. However, the responses received may be used by CMHC to develop or modify its procurement approach. CMHC will review all responses received by the RFI closing date. CMHC may, at its discretion, review responses received after the RFI closing date.

e) **Ownership of Responses**: All responses and related materials become the property of CMHC and will not be returned. CMHC will not reimburse the Respondent for any work related to, or materials supplied in, the preparation of the RFI response.

1.2 CMHC Background

CMHC is the Government of Canada's National Housing Agency with a mandate to help Canadians gain access to a wide choice of quality affordable homes. It is a Crown Corporation with a Board of Directors reporting to Parliament through the Minister of Families, Children and Social Development the Honourable Ahmed Hussen.

CMHC has approximately 2,000 employees located at its National Office in Ottawa and at its Regional Offices throughout Canada; Atlantic, Quebec, Ontario, British Columbia, Prairies and Territories.

1.3 Overview of the Project

a) **Current Environment:**

CMHC is currently utilizing an Employee Relations tracking tool which is based on outdated Lotus Notes technology and must be decommissioned as part of CMHC's ongoing IT transformation project.

The current Lotus Notes tool is segregated from all the other corporate tools currently in use at CMHC for Human Resources and Employee Relations case management. Notifications to stakeholders are done manually and reporting is limited to pre-configured reports and does not allow for dynamic creation. Maintenance is complex as Lotus Notes requires high skilled developers and accessibility must be done through VPN.

b) **Goals and Objectives**

To replace the current technology with a new fully integrated Human Resources Case Management software solution to manage and resolve Human Resources and Employee Relations cases and requests effectively and confidentially. The HRCMS Solution will provide features to standardize and automate processes concerning Human Resource and Employee Relations cases including submitting, reviewing and responding to requests and questions. The Solution will also provide workflows, reports and dashboards and will integrate with CMHC's SAP SuccessFactors.

c) **Scope of Anticipated Procurement:**

CMHC is currently contemplating the award of one contract for up to five years resulting from any subsequent solicitation.

1.4 Volumetric or Historical Data

The sample inventory data, listed in Appendix C, has been provided to suppliers to assist them in understanding CMHC's requirements. The inclusion of this data in this RFI does not represent a commitment by CMHC that CMHC's future usage or purchase of licenses will be consistent with this data. It is provided purely for information purposes. Although it represents the best information currently available to CMHC, CMHC does not guarantee that the data is complete or free from error.

1.5 Submitting Questions

a) Questions about this RFI can be submitted to the Procurement Advisor at his or her email address identified on the cover page up until 10 working days before the closing date and time

indicated on the cover page of this document. CMHC may not answer questions received after that time.

b) To ensure the consistency and quality of information provided to suppliers, significant questions received and the answers will be posted on the Government Electronic Tendering Service, Buy & Sell, as an amendment to this RFI.

2.1 Comments on Preliminary Documents

All documents reflecting CMHC's anticipated requirements for this Project that are provided to suppliers during the RFI process are preliminary or draft requirements only and are subject to change.

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

2.2 Responses to Questions for Industry

CMHC requests responses to the questions in Section 5.

2.3 Respondents should not include firm pricing, unit costs or quotations in their submission; however, CMHC is looking for an idea of what the market fee structure might be for this type of solution. Price estimates for CMHC's budgetary purposes may be submitted.

3 Supplier Responses
3.1 Submitting a Response

Time and Place for Submission of Responses: Suppliers interested in providing a response should submit their response to CMHC's electronic receiving address at ebid@cmhc-schl.gc.ca as well as to the Procurement Advisor at the email address identified on the cover page by the closing date and time identified on the cover page of this document.

The subject line of the transmission must state RFI number. An automatic confirmation of receipt will be sent to all respondents. Responses may be submitted in MS Word or Adobe Acrobat PDF, in English or in French.

Responsibility for Timely Delivery: Each supplier is solely responsible for ensuring its response is delivered on time to the correct email address.

Identification of Response: Each supplier should ensure that its name and return address, the solicitation number, and the closing date are included in the response in a prominent location.

The supplier should also identify a representative whom CMHC may contact about the response, including the person's name, title, address, telephone number and email address.

3.2 Confidentiality

If a supplier considers any portion of its response to be proprietary or confidential, the supplier should clearly mark those portions of the response as proprietary or confidential. CMHC will treat the responses in accordance with the Access to Information Act and any other laws that apply.

4 CMHC's Review of Responses
4.1 Review of Responses

Responses will not be formally evaluated. However, the responses received may be used by CMHC to develop or modify any draft documents provided with this RFI and its procurement strategy. CMHC will review all responses received by the RFI closing date and time. CMHC may, in its discretion, review responses received after the RFI closing date and time.

4.2 Review Team

A review team composed of representatives of CMHC will review and consider the responses. CMHC may hire any independent consultant(s), or use any Government resource(s), to review any response. Not all members of the review team will necessarily participate in all aspects of the review process.

4.3 Follow-up Activity

a) CMHC may, in its discretion, contact any suppliers to follow up with additional questions or for clarification of any aspect of a response. CMHC's follow-up may involve a request for a further written response or for a meeting with representatives of CMHC; and/or

b) CMHC will meet with suppliers who indicate in their responses that they wish to participate in a follow-up meeting. After the closing date, the Procurement Ad will follow up with these suppliers to set up a meeting time. CMHC may set a limit for the number of representatives of the supplier who may attend, but a minimum of four representatives will be permitted to attend.

5 THE STATEMENT OF REQUIREMENT

5.1 Employee Relations
Describe how your solution meets the following criteria for an Employee Relations specific application:

Item No.	Type of Criteria	Requirement Statement
1	Functional	The Solution must provide an area (and related fields) for Employee Relations cases (must be secured from other groups using the tool);
2	Functional	The Solution must provide an area for Disability Management cases (Short Term Disability, Long Term Disability including Gradual Return to work data fields, medical accommodations and intermittent absences);
3	Functional	The Solution must provide an area for Ergonomic Cases;
4	Functional	The Solution must provide an area (and related fields) for Health and Safety cases;
5	Functional	The Solution must provide reminders (Set by users, set by automatic process) via email;
6	Functional	The Solution should offer workflow capabilities (to be further defined by the business);
7	Functional	The Solution must have ability to track comments made by all types of users (with automatic date/timestamp and most important an option for the author to set the 'effective' date - i.e. ability to "back-date" entries and change date of entries after they have been entered)
8	Functional	The Solution must offer self-service functionality to CMHC employee to open their own cases. (Could be only for HR Shared Service, not Employee Relations);
9	Functional	The Solution must be secure (see Platform tab) with ability to segregate different types of cases based on permissions;
10	Functional Standard Form Fields	The Solution should provide the following Standard Form fields: (1) file number (automatically generated) prefix YYYY (year); (2) related File(s) - link to other cases (ability to enter a URL is mandatory); (3) high-level category (e.g. Performance Management; Conflict Management, etc.) - Administrators should have the ability to edit/add/delete picklist values at any time; (4) Provide sub-category (e.g. sub categories under Performance Management or Conflict Management) - Administrators should have the ability to edit/add/delete picklist values at any time; (5) Provide subject Line (i.e. short description); (6) Provide person concerned - picklist should show entire list of active employees;

Item No.	Type of Criteria	Requirement Statement
		(7) Provide physical location (region, office or virtual(home); (8) Provide business function (from customizable pick list); (9) Client Name (different from person concerned - could be the Manager in this case for an employee or colleague) - Picklist should show entire list of active employees; (10) Employee Relations Personnel involved (primary and secondary); (11) Date of Request (automatic time stamp) (with ability to "back-date") - this is the date the file is initiated; (12) Client Group (Executive, Management, Employee, HR, external, etc.); (13) Status of case (i.e. Open; Closed; Pending, etc.); (14) Date closed; (15) Situation (e.g. high-level summary/description); (16) Outcome (to accommodate a summary of the case outcome); (17) BF Date (BF = Bring Forward or Reminder); (18) BF comment (e.g. "Follow up with client") (19) BF "Completed" radio button to turn off notifications
11	Functional Form Fields - Employee Relations	The Solution should provide the following Employee Relations form fields: (1) Situation (to accommodate a general description of the situation) (2) Summary of Case - section where chronological entries can be made recording the date, a short summary and attachments; (3)
12	Functional Form Fields - Disability Case	The Solution should provide the following Disability Case form fields: (1) Situation/high level summary; (2) Summary of Events - i.e. chronological entries with dates and attachments; (3) STD related fields; (4) LTD related fields; (5) Gradual Return to Work (date); (6) Additional Services;
13	Functional	The Solution should provide the following Ergonomics form fields:

Item No.	Type of Criteria	Requirement Statement
	Form Fields - Ergonomics	(1) Summary of case - section where chronological entries can be made recording the date, a short summary and attachments; (2) List of commonly required items (i.e. equipment, etc.) - drop down list to choose from and ability to enter "other";
14	Functional Form Fields - Health and Safety	The Solution should provide the following Health and Safety form fields: (1) Provide summary of case - section where chronological entries can be made recording the date, a short summary and attachments - would be very similar to Disability Management screens (date of injury; date of return to work; gradual return to work; lost time, etc.); (2) Safety risk tracking - i.e. problem/issue, date, sequence of events, BF, etc.;

5.2 HR Shared Services

Describe how your solution meets the following functional criteria for and HR shared services specific application:

Item No.	Type of Criteria	Requirement Statement
1	Functional	The Solution should offer auto distribution of emails (common inbox);
2	Functional	The Solution must include an area (and related fields) for general HR related cases (standard functionality);
3	Functional	The Solution should provide a case type field where we can select "HR Shared Services" - and the proper fields become visible;
4	Functional	The Solution must have the ability to assign cases to various people and notifications sent to the user once assigned;
5	Functional	The Solution must have ability for CMHC manager to: (1) review assigned cases and redistribute; (2) to remove employees from distribution;
6	Functional	The Solution must be secure (see Platform tab) and have ability to segregate different types of cases based on permissions;

Item No.	Type of Criteria	Requirement Statement
7	Functional	The Solution must integrate with SuccessFactors; Please specify how this would work (SAP extension, App, API or data files)
8	Functional	The Solution must have ability to attach emails & screenshots;
9	Functional	The Solution must have ability to create new cases (based on telephone conversations, etc.);
10	Functional	The Solution must have ability to provide reminders (set by users, set by automatic process) via email;
11	Functional	The Solution must have ability to provide workflow capabilities - to move the request along to different internal groups;
12	Functional	The Solution must have ability to track comments made by all types of users (with automatic date/timestamp and most important an option for the author to set that 'effective' date);
13	Functional Standard Form Fields	The Solution should provide the following Standard Form fields: (1) Date; (2) Contact (who sent the case); (3) Employee (who is this case regarding); (4) Employee number; (5) Category (type of request - this would ideally be a pick list field with the ability to add categories as we go along); (6) Situation (open comment field) - This ties into the description field; (7) Result (required before closing the case);
14	Functional Actions	The Solution must allow for "Follow ups" (allow CMHC user to enter a date that would then flag that action is required). Please describe the functionality.

5.3 Platform

Describe how your solution meets the following technical criteria for platform functionality:

Item No.	Type of Criteria	Requirement Statement
1	Security	The solution must provide secure access to sensitive information and cases;
2	Security	The Solution must ensure CMHC data resides in Canada;

3	Security	The Solution must ensure that access is limited to select number of CMHC personnel;
4	Technical	The Solution must provide integration with SharePoint;
5	Technical	The Solution must provide integration with Outlook;
6	Technical	The Solution must provide a cloud based platform;
7	Technical	The Solution must provide web-based access (latest versions of IE, Edge, Chrome and Firefox);
8	Technical Platform	The Solution must be SSO enabled (SAML 2.0, Azure integration);
9	Technical Platform	The Solution must be secured (on the web with HTTPS protocol);
10	Technical Platform	The Solution must integrate with SAP SuccessFactors in the form of an extension;
11	Technical Platform	The Solution must provide reporting capabilities (out-of-the-box reports, ad-hoc & automation) + exporting capabilities to Excel, CSV and PDF;
12	Technical Platform	The Solution must have ability to attach files (MS Word, Images, PDFs, emails (.msg), etc.);
13	Technical Platform	The Solution must be Bilingual (English / French);
14	Technical Platform	The Solution must have ability to setup workflows and reminders on the fly (by administrators) - Configurations versus customization/
15	Technical Platform	The Solution must have ability to send notifications (email) to processors or clients about the status or actions that need to be taken;
16	Technical Platform	The Solution must have ability to enter a large amount of text in certain fields. **Cannot** limit text to a few thousand characters. Content does not need to be Rich Text, Plain Text will suffice;
17	Technical Platform	The Solution must have ability to enter a large number of dated entries (chronological entries) - no limit on the number of entries. All entries should be displayed in chronological order and the processor must be able to overwrite the effective date of the note (as notes are sometime entered later...)
18	Technical Platform	The Solution must have ability to convert information to a printable format (i.e. PDF or other). This includes notes, lists and reports.
19	Technical Platform	The Solution must have ability to sort or report by various fields or by case status (i.e. all active cases; all closed cases). All on-screen reports must have a filter capability;

20	Technical Platform	The Solution must provide full-text index for searching (terms, keywords, dates, submitter, processors, etc.);
21	Technical Platform	The Solution must provide automatic file numbering prefixed by year in which a case was opened, with sequential numbering as cases opened by various users (e.g. 2020 - 1821; 2020-1822, etc.);
22	Technical Platform	The Solution must have ability to view list of files/cases - all cases; opened cases; closed cases - with ability to filter (i.e. current year only or specific year)
23	Technical Platform	The Solution must have ability to configure permission to allow: (1) visibility of cases to other users (including edit capabilities) (2) for users based on groups, screen, data type, etc.;
24	Technical Platform	The Solution must have ability to track user (i.e. who made entry) and provide 'change' logs and 'read' logs;
25	Technical Platform	The Solution must have ability for system administrators to modify pick list values on the intake form. For other intake pick list, the ability to integrate with other systems is a mandatory requirement (i.e. cost centers, responsibility center, sector names, business units, employee names, positions, etc.);
26	Technical Platform	The Solution must have ability store MS OneNote files or workbooks (optional);
27	Technical Platform	The Solution must provide functionality to identify if the case is a formal complaint (Official Languages, Human Rights, etc.).

5.4 Questions:

Please provide detailed information about a potential solution, including responses the following questions:

1) How the general business requirements could be addressed by your solution?
2) Are there significant gaps in the identified requirements or how they could be improved?
3) How does your solution integrate into SuccessFactors (specifically Extensions)?
4) How do you determine the best opportunities and course of action, for automation?
5) Can you elaborate on your approach that CMHC could follow to drive more automation in the future?
6) What security model is used by your solution to ensure security, (ITSG-33) and privacy ((http://lawslois.justice.gc.ca/eng/acts/p-21/)) requirements are met?
7) Does the solution provide role-based access control, and management?
8) Does the solution integrate with Active Directory (AD) identify infrastructure?

9) How are credentials stored?
10) Does an auditing capability exist?
11) Elaborate on the version control capability that exist within the solution to track changes.
12) Does you solution offer development and testing tools when creating automation? Please elaborate.
13) What type of governance model should be implemented to drive automation within CMHC?
14) Elaborate on the skillset needed to code the automation?
15) What kind of repository is available to enable process reusability?
16) Is the solution managed centrally? Please provide details.
17) What kind of dashboard and reporting is available?
18) Elaborate on the communication security used between the central automation solution, and the managed endpoint.
19) Does your solution include both English and French interfaces out of the box?
20) Elaborate on the protocols supported by the solution. Does the solution support Representational State Transfer, (REST) and Simple Object Access Protocol (SOAP) Application Program Interface, (API) for integration action with other systems?
21) Does the solution remove all stored information gathered once the automation is complete with the exception of, what was stored in the IT Service Management tool? Please elaborate.
22) Does the solution support being scanned by vulnerability assessment scanning tools?
23) Does the solution support a multi-tenancy mechanism to isolate automation by service lines (e.g. server, network, and storage) as well as client?
24) Does the solution support a resume function when an automation fails and requires manual intervention? Please elaborate.
25) Is the solution able to deal with structured data across a large variety of heterogeneous platforms? Please elaborate.

26) Is the solution able to handle multiple data feeds from multiple sources — for example, APIs, mainframes, text box descriptors, screen scrapping? Please elaborate.
27) Are there any third party product dependencies needed for your solution to operate?
28) Does your solution support two-factor authentication using a device bound certificate?
29) Please provide details on the security vault, and where credentials are stored in your solution?
30) What type of session management is available for privileged accounts?
31) What type of role-based and resource-based access controls are available in the solution, to restrict access to automation functionality?
32) What kind of logging is available in the solution to support audit, and security and compliance investigations?
33) Can this logging be sent in real-time to a centralized logging service (e.g. syslog)?

APPENDIX "A" – CMHC'S TECHNICAL ENVIRONMENT

CMHC is currently undergoing a major Technology Transformation. The Target State Architecture definition is driven by guiding principles established by Enterprise Architecture. Enterprise Architecture prefers a platform-based approach and prioritizes cloud-based Software-as-a-Service platforms in order to simplify CMHC's technological landscape. Third-party systems will be integrated into CMHC's Technology landscape via Enterprise Integration Services and must adhere to CMHC's Security Policies. Solutions enabling the Target Architecture should integrate to provide a seamless user experience to enable business capabilities.

Logical Architecture
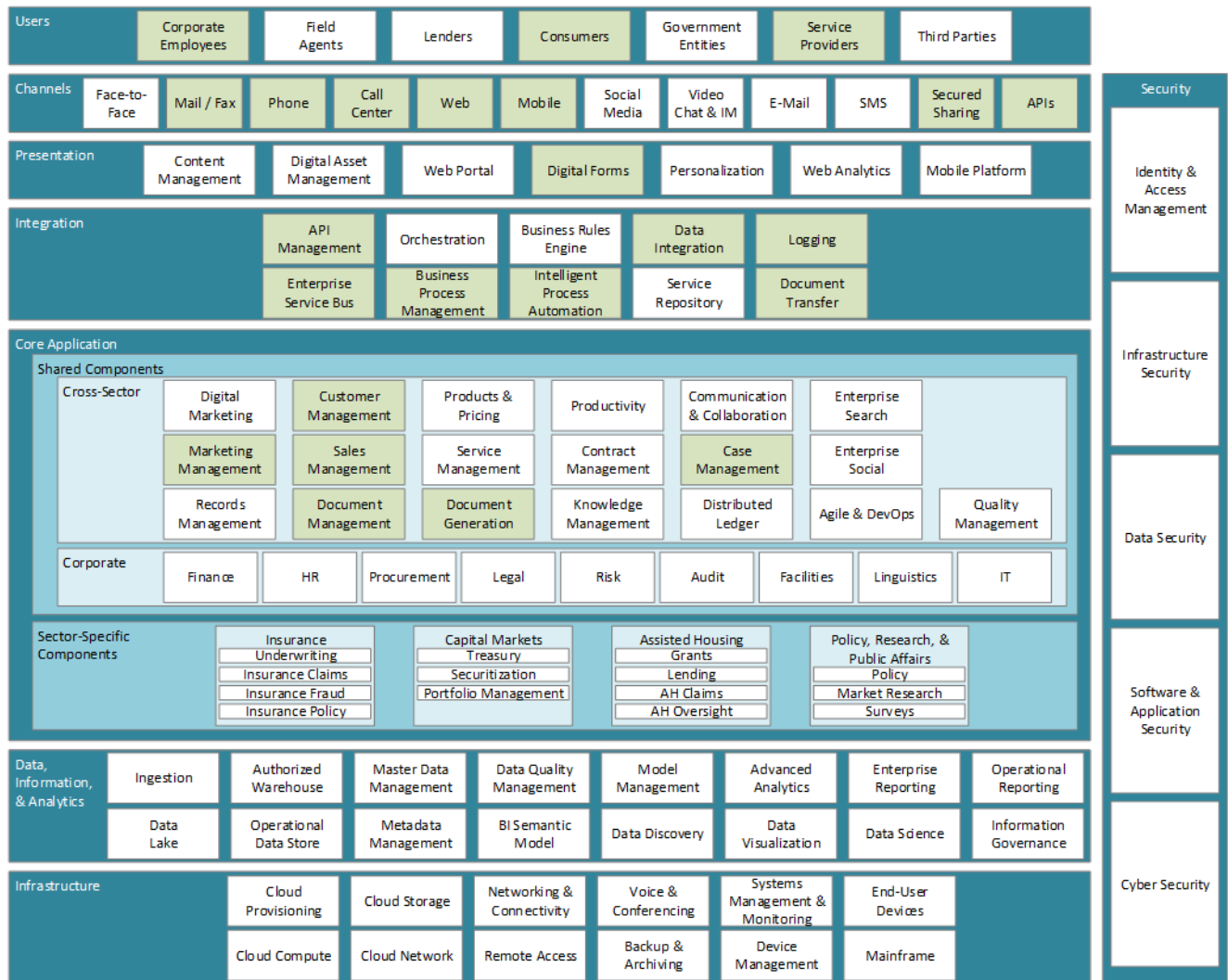
APPENDIX "B" – CMHC'S SECURITY STANDARDS

CMHC safeguards against risks associated with IT security that could impact the confidentiality, integrity and/or availability of CMHC assets. CMHC utilizes the ISO27001:2013 standard to establish, implement, maintain and continually improve its Information Security Management System (ISMS), including requirements for assessment and treatment of information security risks. Enhanced security controls, network monitoring tools and data loss prevention techniques are used by CMHC to mitigate risks associated with IT Security.

Security Principles

CMHC adheres to the following IT security principles:

1) CMHC safeguards and protects information assets and technology infrastructure from loss;

2) Assets are protected in accordance with their level of criticality and risk;

3) All personal and competitive commercial information is protected at all times in accordance with the Privacy Act and the Access to Information Act;

4) All IT activities comply with applicable laws, CMHC's Code of Conduct and standard operating procedures/directives of IT use as per the ISO27001:2013 standard;

5) Through effective IT security awareness training, personnel have the knowledge to perform their functions and to safeguard against any IT security threats and;

6) Active monitoring and testing of CMHC IT ensures efficient operation, benchmarking performance, isolation and resolution of problems, and compliance with IT sector policies.

7) CMHC IT Security Division monitors the use of CMHC's electronic network to ensure compliance with the requirements of the Treasury Board, to ensure appropriate use and that confidentiality, integrity and availability of the systems are maintained.

8) CMHC IT Security Division performs monitoring activities, conducts any necessary reviews or investigations of CMHC's electronic network and reports any instances or suspected cases of non-compliance with this policy.

9) CMHC has established access controls with respect to information assets and technology infrastructure. This includes the employment of processes and controls such as, but not limited to, trusted platform modules, firewalls, secure portals, Virtual Private Network (VPN) connections etc. that ensure the protection of CMHC's proprietary data against inappropriate user access.

10) CMHC restricts access to information assets and technology infrastructure to employees who have been identified, screened, authenticated and authorized, and must keep this access to a level that permits employees to perform their duties. Access to sensitive data (Protected A and above) is based on the least-privilege principle and must be consistent with the security designation or classification level of the applications and systems being accessed.

CMHC IT Security Division approves, grants and revokes access to CMHC applications, systems and the CMHC networks and regularly reviews and monitors all access (including remote access, mobile access, third party access and cloud/Software as a Service (SaaS).

APPENDIX "C" – TYPICAL VOLUMES

Employee relations

The group typically gets about 200 cases per year and each case can have from 2-3 to 175+ entries but the average sits around 30 entries.

HR Shared Services

The group typically gets about 15,000 emails per year and 400 phone calls per year.