Canada Deposit Insurance Corporation

Request for Information and Qualification

FOR

Human Resource Information System Solution

Date Issued: **May 1, 2020**

Response Period Closes: **May 29, 2020**

File Reference Number: **CDIC FR2650**

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REQUEST FOR INFORMATION AND QUALIFICATION
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SECTION I: INTRODUCTION AND PROCESS FOR RESPONDING TO THE REQUEST FOR INFORMATION AND QUALIFICATION

Requirement

The Canada Deposit Insurance Corporation (CDIC) is undertaking a competitive procurement process to select one (1) Solution Provider to provide a Human Resource Information System (HRIS) Solution through a contemplated two (2) stage process. The two (2) stage process is comprised of this Request for Information and Qualification (RFIQ), and is anticipated to be followed by a second stage Request for Proposals (RFP) to be issued to companies short-listed as a result of this RFIQ.

The main objective of this RFIQ is to notify Industry of CDIC's intentions with respect to this potential procurement, develop a short-listing of Respondents and solicit industry feedback regarding this potential requirement to obtain:

a) An understanding of the variety of HRIS available to meet CDIC's requirements, including data residency and compliance with Government of Canada security standards;

b) An understanding of the extent to which there exist Respondents with the current capacity to provide implementation, training, hosting, support and maintenance services for an HRIS software platform or solution;

c) A validation of CDIC's functional requirements against Respondent marketplace "Off the Shelf" (COTS) software offerings suitable for the size of CDIC's organization with the flexibility to adapt to growth in size and function over time;

d) An understanding of the subscription/licensing and related support models, including licensing the software solution under a per seat / per user model versus an enterprise license model, as well as the availability of software delivery via a supplier managed cloud-based Software as a Service (SaaS) model; and

e) An understanding of the cost elements involved in the implementation and ongoing provisioning of the solution, to better develop the solicitation documentation.

Definitions

For the purposes of this RFIQ the following terms are defined as follows:

API means Application Programming Interface

Bidder refers to Organizations invited to provide a proposal to the planned RFP process following this RFIQ process. This term may also be used interchangeably with RFP Short-Listed Respondent

COTS means Commercial Off the Shelf

PBMM means Protected B, medium integrity, and medium availability

Respondents mean the organizations providing the Response to the RFIQ

Responses mean the submissions provided in response to the RFIQ

RFIQ Short-Listed Respondent refers to Respondents to this RFIQ meeting the requirements in Stage 3 Response Scoring to be eligible to provide a Stage 5 Demonstration.

RFP Short-Listed Respondent refers to Respondents within the top five (5) highest overall scores invited to participate in the planned RFP process following this RFIQ.

SaaS means Software as a Service

SCORM means Shareable Content Object Reference Model

SLA means Service Level Agreement.

Solution Provider means the successful Bidder as a result of the planned Request from Proposal

following this Request for Information/Qualification.

Nature of the Request for Information and Qualification

This is not a bid solicitation, nor is it a Request for Proposal (RFP). This Request for Information and Qualification (RFIQ) will not result in the award of any contract. The issuance of this RFIQ is not to be considered in any way a commitment by CDIC, nor as authority to potential Respondents to undertake any work that could be charged to CDIC. Potential suppliers of any goods or services described in this document should not earmark stock or facilities, not allocate resources, as a result of any information contained herein.

This RFIQ will result in the creation of a short-listing of Proponents that will be invited to a subsequent RFP for this requirement should CDIC proceed to an RFP. CDIC reserves the right to increase or decrease the number of short-listed Proponents at its sole discretion, as indicated in Stage 4 and Stage 6 herein. Potential suppliers that do not respond to this request will not be invited to participate in any procurement related to this initiative. This RFIQ is not to be considered as a commitment to issue a subsequent solicitation or award contract(s) for the work described herein. This RFIQ is intended to solicit feedback from Industry with respect to the matters described in this document and establish the listing of Respondents that may move forward to the RFP.

Communication During the Request for Information Qualification

To ensure the integrity of the competitive procurement process, enquiries and other communications regarding the RFIQ must be directed only to the CDIC Contracting Authority identified on Page 1 of this document. All communication must be submitted in writing only.
Failure to comply with the request may result in the Response being declared non-responsive.

Submission Requirements of Responses

1. **Time and Place for Submission of Responses.** Interested Respondents must submit Responses electronically (via email) to the CDIC Contracting Authority identified on page 1 of this document. Responses must be received by the time and date indicated on page 1 of this document.

2. **Responsibility for Timely Delivery.** Each Respondent is solely responsible for ensuring the Response is delivered on time to the correct e-mail address. Responses must be submitted electronically as indicated. All Responses submitted by e-mail are deemed to be received once the e-mail has entered into the e-mail inbox of the CDIC Contracting Authority as indicated on page 1 of this document. The time and date stamp of the CDIC Contracting Authority's e-mail inbox will indicate the date and time the Submission is received. Submissions are to be directed only to the CDIC Contracting Authority. CDIC will not be responsible for any e-mail delivery issues or technical problems with regard to the Response, or if the Submission is sent to an email address that is different from the one provided for Responses. Responses received after the closing date and time will not be considered.

3. **Identification of Response.** Each Respondent should ensure that its name and return address, the reference number and the closing date are clearly identified on the cover page of the Response.

4. **Return of Response**. Responses to this RFIQ will not be returned.

5. **Format of Responses.** CDIC requests that Respondents submit their Response via email to the Contracting Authority in either official language in one of the following file formats – PDF or MS Word. Also, in your reply please indicate in which official language you would accept CDIC subsequent second stage RFP. If we receive no reply from the proponent, CDIC will assume that the subsequent RFP will be acceptable in English language.

6. **Content of Responses**

a. Respondents should respond to the questions contained in Section III using the same numbering format.

b. Respondents are reminded that this is an RFIQ and not an RFP and, in that regard, Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this document could be satisfied. Any marketing or promotional information submitted as part of the Responses will not be reviewed.

c. Responses will be reviewed against the criteria specified herein at Section IV. For ease of use and in order that the greatest value be gained from Responses, CDIC requests that Respondents follow the structure outlined below.

Response Costs

CDIC will not reimburse any Respondents for expenses incurred in responding to this RFIQ or for participation in any subsequent demonstrations, any clarification meeting(s) or subsequent RFP process (if any).

Respondent clarification meeting(s) and demonstration(s) shall be at no obligation to CDIC.

Treatment of Responses

1. **Use of Responses.** Responses will be reviewed against the criteria stated herein at Section IV to determine the short-listing of Respondents for a potential RFP release. The Responses received may also be used to assist CDIC in the development or modification of future RFP requirements. CDIC will review all Responses received by the deadline.

2. **Review Team.** A review team composed of representatives from CDIC will review the Responses. CDIC reserves the right to hire any independent consultant, or use any resources that it deems necessary to review any Response. Not all members of the review team will necessarily review all aspects of all Responses.

3. **Confidentiality.** Respondents should mark any portions of their Response that they consider proprietary or confidential. CDIC will treat those portions of the Response as confidential to the extent permitted by the Access to Information Act (ATIP) or law.

   Although one of the primary purposes of this RFIQ is to obtain information directly from industry that will be used by CDIC to develop or modify procurement strategies or any draft documents contained in this RFIQ, CDIC will in no way make any direct attribution of any information obtained from Respondents that has been identified by Respondents as "confidential" or "proprietary" within their Responses.

4. **Follow-up Activity**. CDIC may, at its discretion, contact any Respondent to follow-up with additional questions or for clarification of any aspect of a Response. CDIC may at its discretion, request one-on-one meetings with Respondents to further clarify the RFIQ Responses and recommendations.

Review of Responses and Short-Listing Process

CDIC will review the RFIQ Responses against the criteria specified in Section IV of this RFIQ in accordance with the methodology described in the following Stages.

Stage 1: Completeness Review

Responses will be reviewed to determine if they have been received on-time and adhere to the Response requirements described within the RFIQ. If a Response fails to satisfy all of the Completeness Review the CDIC Contracting Authority will issue, to the Respondent, a rectification notice identifying the deficiencies and providing the Respondent with an opportunity to rectify the deficiencies. If the Respondent fails to satisfy these deficiencies within the rectification period, its Response may be rejected. The rectification period will begin to run from the date and time that the CDIC Contracting Authority issues a rectification notice to the Respondent. This notice will identify the missing information from the Response and will provide Respondents the opportunity to rectify non-material deficiencies by providing non-material information upon the rectification request.

Stage 2: Minimum Eligibility Review

Responses will be reviewed against the Minimum Eligibility Criteria specified in Section IV of this RFIQ on a pass or fail basis. Responses not meeting all of the Minimum Eligibility Criteria will not proceed in the scoring or short-listing process in Stages 3 and 4.

Stage 3: Response Scoring

Responses that have met all of the Minimum Eligibility Criteria of Stage 2 will be reviewed against the Scored Criteria detailed within Section IV of this RFIQ in accordance with the scoring methodology table below.

Stage 4: Establishment of RFIQ Short-Listing

Up to seven (7) Responses may proceed from the Stage 3 Response Scoring to the Stage 4 RFIQ short-listing. Responses that have met the Stage 3 minimum pass mark and are one of the up to seven (7) highest scores in the Stage 3 Response Scoring, will, subject to CDIC's reserved rights, be invited to participate in the Stage 5 demonstrations as a RFIQ Short-Listed Respondent. CDIC may, in its discretion, invite up to a maximum of 10 Responses or up to a minimum of five (5) Responses.

Stage 5: Demonstration Scoring

Respondents identified in Stage 4 as a RFIQ Short-Listed Respondent will be invited to provide a demonstration of their proposed HRIS solution. This demonstration will be scored in accordance with the scoring methodology table below. Information on the demonstration content and evaluation criteria will be provided to short-listed Respondents identified in Stage 4.

Stage 6: Establishment of RFP Short-Listing

Up to five (5) Responses may proceed from the Stage 5 demonstration scoring to the Stage 6 RFP short-listing. The sum of scores received in Stage 3 and Stage 5 will determine the overall score for each of the short-listed Respondents. Those Respondents meeting the Stage 5 minimum pass mark and scoring in the up to top five (5) highest overall scores will, subject to CDIC's reserved rights, be invited to submit a Proposalagainst the RFP for this process, should CDIC proceed to the RFP stage. Based on any spread of overall scores obtained by Respondents CDIC reserves the right to pre-qualify fewer or more Respondents to participate in the planned RFP stage.

Rights of CDIC

Notwithstanding anything to the contrary in this RFIQ, CDIC reserves the right in its sole and absolute discretion to exercise any or all of the following rights, alone or in combination with each other, to:

1.   Evaluate or accept Responses

    i) which in CDIC's sole and absolute discretion substantially comply with the requirements of this RFIQ; or
    ii) in whole or in part without negotiations.

2.   Invite to the RFP process:

    i) any or all Respondents to ensure CDIC's operational requirements are met and to promote best value; or
    ii) any or all Respondents, or any prospective persons or entities capable of delivering the required services but who may not have submitted a Response in response to this RFIQ in the event, in CDIC's sole and absolute discretion, no Responses meet the requirements of this RFIQ;

3.   Cancel, modify, re-issue or suspend:

    i) any aspect of this RFIQ, in whole or in part, at any time, for any reason;

ii) the schedule for this RFIQ, including without limitation the Deadline for Responses stated above and any other activity or date stipulated in this RFIQ, in whole or in part, at any time, for any reason; or

iii) this RFIQ in its current or modified form and invite Respondents who submitted Responses to this RFIQ where to do so is deemed, in CDIC's sole and absolute discretion, to be in CDIC's best interests.

4.   Seek clarification, validate or take into account:

i) independently or with the help of the Respondent, any or all information provided by the Respondent with respect to this RFIQ and, for this purpose, disclose any or all information provided by the Respondent to a third party, subject to CDIC obtaining appropriate assurances of confidentiality from those third parties.

5.   Reject or refuse to consider any Response:

i)   If, in CDIC's sole and absolute discretion, it fails in any material respect to comply with the requirements of this RFIQ;
ii)   containing false, misleading or misrepresented information;
iii)   in the event any matter causes or is likely to cause, in CDIC's sole and absolute discretion, a conflict of interest in relation to the selection of any Response;
iv)   from a Respondent who colludes with one or more other Respondents(s) in the preparation of any Response;
v)   from a Respondent who fails to cooperate with CDIC in any attempt by CDIC to clarify or validate any information provided by the Respondent or who fails to provide accurate and complete documentation as directed by CDIC;
vi)   from a Respondent against whom economic sanctions have been imposed by the Government of Canada;
vii) from a Respondent with whom CDIC has previously terminated an agreement for any reason;
viii) from a Respondent failing to have the capacity to contract with CDIC, or Her Majesty, or both;
ix)   if deemed by CDIC, in its sole and absolute discretion, as necessary to safeguard Canada's security interests or if the Respondent is prohibited from receiving any benefits under an agreement between Her Majesty and any other person by virtue of Section 750(3) of the Criminal Code of Canada.

6.   Waive:

i) irregularities, informalities, non-conformity, non-compliance, omissions and defects in any proposal where, in CDIC's sole and absolute discretion, they do not materially affect the ability of the Respondent to provide the goods or services required by this RFIQ and the planned RFP.

The exercise of any of the above rights or sub-rights of CDIC shall not be a waiver or limit the right of CDIC to exercise any other rights.

RFIQ Scoring Methodology

The following methodology will be used to determine the scoring of the Responses and subsequent short-listing of Respondents.

Scoring Methodology		
Stage 2 Minimum Eligibility Review	**#**	**Criteria has been met?**
HRIS Model	**1.1**	Yes / No
HRIS Functional Areas	**1.2**	Yes / No
Data Housing	**1.3**	Yes / No
Data Encryption	**1.4**	Yes / No
Security Capability	**1.5**	Yes / No
User Authentication	**1.6**	Yes / No
Secure Certification	**1.7**	Yes / No
Minimum Eligibility Review Result		Met / Not Met

Stage 3 Response Scoring	**#**	**Maximum Score Value**	**Minimum Pass Mark**
Respondent Experience	**2.1**	*/39*	---
Functional and Non-Functional HRIS details	**2.2**	*/30*	---
Additional HRIS Functionality	**2.3**	*/30*	---
Service Level Agreement and Support	**2.4**	*/30*	---
Canadian Considerations	**2.5**	*/20*	---
Total Technical Score	**2.1-2.5**	**/149**	*96*

Weighted Technical Score = Respondent Total Technical Score / Max. points on Point Rated Criteria (149) x 80 = Respondent Weighted Technical Score (/80) **(Total 1)**		**/80**	

$$\text{Weighted Technical Score} = \frac{\text{Respondent Total Technical Score}}{\text{Max. points on Point Rated Criteria (149)}} \times 80 = \text{Respondent Weighted Technical Score (/80)} \quad \textbf{(Total 1)}$$

Stage 5 Demonstration Scoring	**#**	**Maximum Point Value**	**Minimum Pass Mark**
Respondent Demonstration	**3.1**	*/10*	---
Respondent Responses to Demonstration Questions	**3.2**	*/10*	---
Total Demonstration Score	**3.1-3.2**	**/20**	*13*

Stage 5 - Basis of Selection – Recommendation of Preferred Respondent		**Maximum Point Value**	**Ranking Order**
Respondent's Total Overall Score = Respondent's Weighted Technical Score (/80) + Respondent's Total Demonstration Score (/20)		*/100*	

To assist in the review of Responses, CDIC may, in its sole discretion, but is not required to:

a. conduct reference checks relevant to the requirement with any or all of the references cited in a Response to verify any and all information regarding a Respondent, inclusive of its directors/officers;

b. conduct any additional investigations and/or seek any additional information that it considers necessary in the course of the short-listing process, including with respect to reference projects and projects in which a Respondent team member has been involved in the last ten years but which are not reference projects;

c. seek clarification of a Response or supplementary information from any or all Respondents;

d. request interviews with any, some, or all Respondents to clarify any questions or considerations based on the information included in Responses or seek any supplementary information; and

e. rely on and consider in the review of Responses any information obtained as a result of such reference checks, investigations, requests for clarification or supplementary information, interviews, and/or any additional information that it receives during the evaluation process.

Enquiries

CDIC will respond to enquiries in writing by circulating answers to all potential Respondents. During the RFIQ, CDIC will address only questions pertaining to this process. Requests for additional information regarding the potential future procurement process (beyond that contained in this document) cannot be accommodated. Respondents with questions regarding this RFIQ may direct their enquiries to the CDIC Contracting Authority indicated on Page 1 of the RFIQ.

Preliminary Procurement Timeline

CDIC is contemplating publishing an RFP to procure an HRIS Solution in Quarter 2 of 2020. Please note that this is an estimate which has been provided for information purposes only. CDIC reserves the sole option to alter its contemplated procurement schedule as it sees fit.

RFIQ Release Date	May 1, 2020
RFIQ Respondent Questions deadline	May 13, 2020
Date/Time for Receipt of Responses from Respondents	May 29, 2020, 14:00 hrs (EST)
RFIQ Responses reviewed by CDIC	June 1 - 12, 2020 (planned)
Possible Respondent Demonstrations	June 22 - 26, 2020 (tentative)
RFP Release Date	Quarter 3 2020 (tentative)

SECTION II: SCOPE OF POTENTIAL PROCUREMENT AND GENERAL REQUIREMENT INFORMATION

The following provides an overview of CDIC's anticipated requirements. Requirements are subject to change.

Background

The Canada Deposit Insurance Corporation (CDIC) was established in 1967 by the *Canada Deposit Insurance Corporation Act* (Canada). It is a federal Crown corporation named in Part I of Schedule III to the *Financial Administration Act* (Canada). The Corporation reports to Parliament through the Minister of Finance.

CDIC is the federal Crown Corporation that contributes to the stability of the Canadian financial system by providing deposit insurance against the loss of eligible deposits at member institutions in the event of failure.

In contribution to the outcomes of CDIC's Corporate Plan (2019/20 – 2023/24), to promote innovation and adaptability, CDIC is modernizing its work environment (including new or updated tools and technology) and enhancing data safeguards and cyber security programs to protect depositor information. Enhancement of CDIC's work environment and adapting CDIC's policies, practices and technology to align with work force changes and trends includes changes to CDIC's office tools and technology. These changes must meet the needs of a new generation of employees. The Corporation will create a work environment aligned with changing employee work force trends and organizational needs, supporting collaboration, teamwork and efficiency.

As part of CDIC's transformation, CDIC is introducing new and modernized toolsets for a highly diverse workforce with varying levels of familiarity and capability with the use of IT solutions and is seeking information on the available solutions and the capabilities the solutions have to provide the functions and services to CDIC with an integrated fully bilingual HRIS. The HRIS should reduce inefficiencies and manual touch points, enhance processes and user experience while adhering to security requirements and mitigating risk. Currently, CDIC is operating with a highly paper-based and manual human resources process, and predominantly paper-based employee records and is subject to the Canada Labour Code and employment legislation applicable in Ontario and Quebec (where applicable based on residency of employees)

CDIC is a professional and dynamic high performing organization with resourcing focused on the delivery of the organization's mandate and services, with modest internal corporate services resource complement (including HR, Finance, and IT). CDIC's organization structure incorporates the following business units within a non-unionized environment of 160 employees within two (2) offices located in Ottawa and Toronto, Ontario:

- *Corporate Governance & Stakeholder Affairs Group*
- *Depositor Protection Group*
- *Depositor Solutions Group*
- *Corporate Strategy & Risk Group*
- *People & Culture*

The following systems are currently used by CDIC:

- Office 365 environment;
- MS Great Plains
- Percipio,
- ADP for Payroll;

For Compensation and Benefits CDIC has an established compensation and benefits structure with linkage to Government of Canada.

Objectives

This HRIS is expected to:

- Provide a low-risk solution that is simple and cost effective, building on broadly accepted, and where possible open standards-based, software and established technologies, and the potential Solution Provider should be aware and prepare to mitigate risks of cyber incidents and the confidentiality of protected information;

- be a role-based system, with a position focus starting with approximately 160 individuals in the system and potentially increasing to 200 individuals, with further capability to scale;

- initially contain the core functionalities as stated within this RFI with the ability for additional modules to be added on later, as CDIC's need and maturity within the solution evolves.

- Reduce inefficiencies and manual touch points in CDIC's business processes while adhering to security and mitigating risk through the sharing of information within the system over multiple business areas within CDIC, where data is constantly changing.

- Enable the storing, manipulation and retrieval of human resource management information (employee and organizational data and records) within multiple business areas within CDIC's organizational structure taking into account various operations such as:

  o Recruitment and Selection

  o On-Boarding and Off-Boarding Processes

  o Training and Development

  o Compensation

  o Benefits

  o Succession Planning

  o Performance Management

  o Employer Compliance

- Encourage user uptake and sustainability of use of the system through a commercial grade, accessible, and positive user experience for all user levels;

- Provide a robust report generation functionality;

- Recognize central as well as corporation authority and security requirements – through organizational management of information and data-bases, and;

- Accommodate capacity variations within CDIC – through flexibility in the timing of implementation.

The information provided through this RFIQ process should be reflective of what is currently available within the marketplace. The information provided, while incorporating any lessons learned therein, will partly contribute to the scope and range of service and solution offerings sought by CDIC for an HRIS and CDIC will consider releasing an RFP. The requirements for any upcoming RFP will be further defined from the results of the RFIQ process.

The outcome at RFP would be to have a single Solution Provider provide a system solution to replace CDIC's existing HRIS systems, with the potential to either integrate with the current CDIC pay system or include a pay system within the proposed system solution.

Scope of Solution

In order to establish the extent of the scope of the services to be provided by any selected Solution Provider, there may be a requirement to conduct a gap analysis at the start of the Contract to determine what capabilities and technology would be required from the Solution Provider (versus what would be retained by CDIC), prior to developing and implementing the necessary capabilities.

The following high-level functional and non-functional areas of the potential solution functionality are currently contemplated by CDIC for an RFP, but are not limited to those listed below. Respondents are encouraged to indicate additional functional areas where their proposed HRIS solution provides for it.

Functional Areas
Employee Master Data Management (MDM)/Records Management
Organization Structure/Positions
Selection and Recruitment
On-Boarding Process
Compensation and Pay *Note that pay processing may be achieved via integration to a third-party pay system or via the HRIS – requirement to be confirmed based on RFIQ Responses.*
Benefits and Leave
Training and Development
Succession Planning
Performance Management
Off-Boarding Process
Contingent Labour Management Tool
User Workflow/Business Rules
Self Serve Capabilities
Notifications and Communications
Reporting and Data
Non-Functional Areas
General Technical Details
Licensing/Subscription
Security Requirements
User Levels and Permissions
Integration/Platform/Compatibility
Employer Compliance Regulation Compliance

Associated Services

The Services associated with this system may include the services identified herein and will be further defined based on the information gathered through the RFIQ process to better inform the services requirements of the RFP.

Services may be required at various stages of the implementation including set-up/provisioning, configuration, hosting, maintenance, support and training and may incorporate ad-hoc support and additional training services.

The level of support may be provided to CDIC super users/administrators, CDIC help desk and individual users as identified by CDIC.

For testing, configuration, implementation and maintenance of the initial solution (the "project"), services may incorporate the services of a Project Manger (PM) and subject matter experts depending upon the Respondents' approaches for implementation, coaching and communication with CDIC. Ideally there would be a Solution Provider PM interacting with a CDIC PM (a "two in the box" model), as the CDIC PM would provide internal CDIC knowledge.

The Solution Provider may also be required to provide subject matter technical experts to support configuration (e.g. knowledgeable in accrual rules) and to provide training.

If the solution is provided as a series of modules, it is anticipated that CDIC will be able to access Solution Provider subject matter experts, specializing in each module, to lead the initial configuration and testing and to support the implementation and maintenance of each module.

For all services provided, the Solution Provider may be required to work with CDIC's third party providers and have a knowledge of integration with CDIC's third party systems.

It is anticipated the HRIS would have a high uptime and support would be required on a 24 hours per day, 7 days per week, 365 days per year (24x7x365) basis.

Resource Requirements

Resource Requirements will be defined in any subsequent RFP. Through this RFIQ CDIC is seeking insight into the methodology on how the Respondent would work with CDIC including the identification of the structure of the Respondents' implementation services and composition of the Implementation Team including Project Manager and subject matter experts, as well as on-going service provision.

Language

The HRIS solution and all associated training materials must be a fully bilingual (English and Canadian French) system and it is anticipated the resulting Solution Provider following the RFP stage will require the internal capacity to be able to provide the implementation and on-going services in English, at a minimum. Solution user documentation will be required in both Official Languages.

Location of Data

In order to meet policy obligations, CDIC's data must remain only in Canada and cannot be stored or backed up elsewhere. Data must also be encrypted at rest and in transit.

Security

Respondents must clearly demonstrate how their proposed solution aligns with TBS Guardrails and the Government of Canada Security Control Profile (PBMM) for cloud-based GC IT Services. It is the Respondent's responsibility to obtain the required clearances.

Facility Clearance

At the time of RFP Proposal Submission, proof of security clearance as indicated herein will be required. All Solution Provider facilities, where the Services are to be provided, must for the duration of any resulting Contract have a facility security clearance under the Contract Security Program of the Government of Canada that complies with the Canadian Industrial Security Business (CISD) requirements for a Designated Organization Screening (DOS) with Document Safeguarding Capability and Production at the level of **Protected B** [i.e. the facility has been cleared to hold and process Protected B information].

Personnel Clearances

At the time of RFP Proposal Submission, proof of security clearance as indicated herein will be required. Where the performance of the Services involves Personal Information or other Protected Information, the Solution Provider shall require that all the Assigned Persons or any Subcontractors' personnel who will perform the Services, as of the commencement date of the work, have a minimum-security clearance of "Reliability", as that term is defined in CDIC's *Personnel Security Standard* or such other security clearance level as requested by CDIC.

The Solution Provider will be required to agree that once the required level of security clearance is obtained by Assigned Person or any Subcontractor's personnel, it shall cause each Assigned Person or Subcontractor's personnel to maintain their respective security clearance for the duration of their work.

For more information on personnel and organization security screening, Respondents should refer to the Government of Canada Contract Security Program. Refer to the CISD Industrial Security Manual (latest edition) as available on line at: http://iss-ssi.pwgsc-tpsgc.gc.ca/msi-ism/index-eng.html) for additional information.

Contract Period

CDIC anticipates a multi-year contract, including an initial and option period(s), will be awarded to the selected Solution Provider following any RFP.

SECTION III: QUESTIONS TO INDUSTRY

Respondents are requested to address, but are not limited to, the following questions:

Respondent

1.) Provide introductory components such as title page with identifying sections of the Response and contact information.

2.) Provide a Corporate Profile including:

    a. number of years in business

    b. countries in which the Respondent does business

    c. identity of partners involved in the solution delivery

    d. Hosting locations

    e. revenues (most recently completed fiscal year) and percentage of revenues attributable to HRIS

    f. number and location of Canadian offices, if any

    g. number of staff currently employed

    h. other related business lines/products

    i. recent corporate accomplishments

    j. experience and expertise implementing this system for an organization of similar size and structure, and any experience in a Canadian setting (e.g. subject to Canada Labour Code, Income Tax Act, and Ontario/Quebec legislative requirements).

3.) What policies and standards does your organization comply with and how is compliance measured / reported on?

HRIS Offering

4.) HRIS Profile:

    a. year in which product was first released

    b. number or frequency of new releases since first release

    c. number of current installations and clients

    d. major clients, including highlighting public sector clients or private sector organizations of comparable size and nature (e.g. highly regulated industry, etc.) to CDIC.

    e. recent articles, reviews, press releases concerning the software

    f. testimonials or case studies describing customer successes

5.) Will your services require the use of proprietary technology that CDIC must purchase or install? If so, please describe.

6.) Identify if the solution is provided by the Respondent submitting the Response, or a third-party Solution Provider.

7.) Identify how the proposed solution aligns with TBS Guardrails and the Government of Canada Security Control Profile (PBMM) for cloud-based GC IT Services.

8.) Identify the Canadian hosting locations, including any back-ups, failover and disaster recovery for the solution and client data. Is data encrypted both in transit and at rest? If any components of the solution (including third-party tools) are hosted outside of Canada identify where they are hosted and describe the extent to which this component integrates with or exchanges data with the core solution. Describe the extent of any access to the solution by personnel located outside of Canada. Describe your organization's security posture, including any certifications.

9.) Describe the cloud/datacentre security architecture, hosting environment, connectivity features and redundancy features.

10.) Identify the process for implementation and any restrictions, highlighting the flexibility for either a parallel or cut-over implementation.

11.) Identify the estimated time and effort required by CDIC for the implementation and management of the HRIS based on the multiple business areas and potential functionalities within CDIC.

12.) Provide the completed Schedule A HRIS Details spreadsheet providing a description of the solution offering for each area with the expected time required to implement each component, and identifying which components are:

    a. provided through the Core System "out of the box", and if offered as a Core Component whether CDIC can opt out of a Core component or delay implementation of a component to a future date;

    b. provided as a Component requiring Configuration;

    c. Provided as a Component requiring Customization;

    d. Provided as a Separate Module;

    e. Provided as a third-party tool integrated/interfaced with the Respondents' solution;

    f. Not presently within the solution but included on the Respondents' roadmap within the next 12-24 months; or

    g. Not available.

13.) Identify and describe other functionalities not listed in the Schedule A HRIS Details spreadsheet that are available within the solution as either a Core, Configurable, Customizable, Separate Module, or third-party tool, together with the length of time it may take to implement each.

14.) CDIC's current systems for pay, pension and leave require multiple manual calculations and reconciliations to verify the calculations. Describe how the implementation of the HRIS solution would allow for efficient communication between Human Resources, Payroll and third-parties with respect to these calculations and verifications.

15.) Highlight any user-centric features of the solution and how it provides a modern, 'commercial-grade' and accessible user experience.

16.) Describe the integration/interface capabilities of your solution with other commercially available and custom-built systems including the capability of the system to integrate with Office 365 connecting to Active Directory and SharePoint.

17.) Describe the capabilities for integration to an existing Learning Management System (LMS) and/or an LMS provided as part of the HRIS to host content created using Articulate Storyline and Articulate Rise

18.) Describe the ability to host SCORM packages, identifying the versions of SCORM compatible, created by software like Articulate 360, Adobe Captivate, or Techsmith Camtasia.

19.) Describe the ability to host eLearning Module packages confirming to SCORM and Tin Can API (xAPI) specifications.

20.) Describe the HRIS' capability to provide an LRS (Learning Record Store) or capability to integrate with a 3rd party LRS for the platform processing of the xAPI statements.

21.) Identify the capabilities of any mobile (tablet and/or phone) offerings for the solution, including the security processes around these offerings, the components/functionality of the solution available on mobile devices, as well as on which types of devices the HRIS can be used. Identify the level of user experience with the mobile application.

Services and Cost Model

22.) Describe the licensing/subscription structures for the solution. Describe whether the solution is offered under a per seat/per user role model or an enterprise model or both.

23.) How do you typically develop pricing for a client? Do you use a model, based for example, on:

    a. the size of the organization?

    b. Some combination of organization size, number of network appliances and Endpoint Detection and Response (EDR) agents required,

    c. Volume / velocity of events generated and forwarded for analysis, or

    d. A different model?

Please describe.

24.) In consideration of CDIC's requirements, size, and context, provide recommendations for implementation structure, sequence of functionality and timing to roll-out the HRIS solution functionality in a manner that promotes solution uptake and supports sustainable change, and mitigates potential issues. Describe your approach and provide recommendations for effective change management within the client organization. Identify lessons learned and best practices from previous implementations of this HRIS for other clients. In consideration of previous clients of comparable size and requirements, please provide estimated implementation costs based on those past experiences.

25.) Provide the rough milestone schedule and rough order of magnitude costs for the Core solution (including those functionalities requiring potential customizations, configurations), implementation, modules, and third-party tools. Alternatively describe what cost elements are typically included in arriving at this onetime cost, identifying licensing costs as applicable and if there is insufficient information to provide a cost estimate.

26.) What would the rough order of magnitude cost estimate be for ongoing/annual costs? Alternatively describe what cost elements are included in arriving at this on-going cost, if there is insufficient information to provide a cost estimate.

27.) Are retainers required for incident management, such as on-site incident Response, malware analysis, mitigation, forensics, etc. as a separate cost element? If so, please describe.

28.) How are changes to the services factored into the ongoing pricing? For example, can devices or data sources be added to the contract? How would this affect pricing or services?

29.) When new technologies are introduced during the Contract period, how does that get factored into the ongoing costs of the contract?

30.) Provide recommendations of the approach and various phases of solution testing. Describe the resources that would lead the testing within the Solution Provider's organization. What resources (e.g. System Admins, Employees, Manager, etc.) are required or recommended from the client organization to participate in implementation testing and on an on-going basis?

31.) Provide recommendations on the estimated time and level of effort required by CDIC to implement the HRIS.

32.) What training, coaching and support is offered to clients during initial implementation and during subsequent implementations (e.g. addition of additional functional modules)? Provide recommendations for method, length and content of training and support to CDIC in the implementation of the core HRIS solution as well as future potential modules.

33.) Describe the related maintenance services and support models available, together with the rough order of magnitude costs or cost models for each. What level(s) of on-going support, help and coaching are available to clients? What service levels do you offer for the solution (e.g. availability, responsiveness, etc.) associated turn-around times, and services and how is compliance to the SLA monitored?

34.) Does the Respondent offer clients access to sandbox environment(s) for User configuration and testing? If so, describe the recommended offering and the potential access constraints for the sandbox environment (e.g. number of users, duration of access, etc.). How is access to the sandbox costed?

Adaptability

35.) Describe the scalability of the solution to increase the number of users and volume of data over time (e.g. in excess of 200 users). What is the cost model and timelines associated with scaling the solution?

36.) Describe the extent to which your solution offers configurability to clients, including any tools or supports provided to clients completing their own configurations.

Data

37.) Describe the data architecture of your HRIS. How does the solution leverage and re-use data across functions, templates, solution components, platforms and interfaces? Does your solution provide for a single source of truth? Describe how your solution provides for data fluidity and ensures the accuracy of data. How does your solution maintain history of changes to data and for what length of time?

38.) In consideration of CDIC's current context with a high volume of data housed in paper-based records and a need to ensure the accuracy of data to be housed within the HRIS, provide recommendations on:

   a. Essential data to be migrated or input into the HRIS, including recommendations on the time limits of the data points (e.g. record of changes to employee or organizational data, etc.);

   b. How can historic data from existing systems including paper records be migrated into or accessed by the HRIS solution? Provide recommended process, timelines and cost model to incorporate or access historic data in the HRIS;

   c. Based on the recommendations above, identify how functional historic data would be in the new system? (e.g. records incorporated into the system, PDF upload, or reference to location of paper file, etc.);

39.) CDIC requires record and data retention on a variety of legislated schedules. Provide the recommended process and cost model of maintaining system records and data for 7 to 10 years. Provide any recommendations on archiving based on Canadian client best practices.

40.) How do your clients have access to their data, files, database tables, and other components on an on-going basis and at transition out from your solution? Describe the process of extracting client data from the solution, the potential formats of the extracted data for reporting and for transition out of the system. Identify if it is possible to transition from one service delivery model (i.e. Supplier hosted) to another (i.e. internally hosted by client) with no loss of data and little or no apparent (to users) down time of the system.

41.) Would CDIC have access to its own log data on the Solution Provider's system(s) to allow for incident management or is access restricted to service staff only?

Other Comments

42.) Can you offer any other comments or recommendations which would help us plan/prepare for the potential RFP(s)?

SECTION IV: RFIQ CRITERIA

In addition to the Responses to the questions in Section III above, Respondents are requested to provide detailed information that responds to the following Criteria:

Minimum Eligibility Criteria

As part of the RFIQ, Responses will be assessed against the following minimum eligibility criteria:

1.1 HRIS Model

The Respondent has identified their HRIS solution is available:

a) as a hosted product;

b) as a web-available product;

c) via a subscription-based license;

d) aligns with TBS Guardrails and the Government of Canada Security Control Profile (PBMM) for cloud-based GC IT Services;

e) Can be easily adapted to Canadian pay/benefits rules;

f) is a bilingual system in both Official Languages (English and French); and

g) via a managed service/Software as a Service model.

1.2 HRIS Functional Areas

The Respondent has identified the proposed HRIS includes the following broad functional areas within the system [note it is not required to demonstrate all of the functional details in the Schedule A HRIS Details spreadsheet to meet this requirement]:

a) Employee Master Data Management (MDM)/Records Management

b) Organization Structure/Positions

c) On-Boarding Process

d) Compensation and Pay

e) User Work Flow/Business Rules

f) Self Serve Capabilities

g) Notifications and Communication

h) Reporting and Data Analytics

1.3 Data Housing

The Respondent has identified the location of the servers of the HRIS solution demonstrating the HRIS is a hosted system with all related databases and data housed solely in Canada, in a Class A datacentre and has provided assurance this will remain in Canada.

1.4 Data Encryption

The Respondent has identified the HRIS solution encrypts all data in transit between the application and database at all times and all data at rest, providing details of the level of encryption provided.

1.5 Security Capability

The Respondent has identified the HRIS solution is capable of being classified at a minimum to the Reliability Level with Protected B safeguarding and the Respondent will be able to meet the facility and personnel security requirements upon Proposal submission to the RFP stage.

1.6 User Authentication

The Respondent has identified the HRIS solution includes user authentication incorporating passwords using a one-way encryption algorithm endorsed or approved by the Communications Security Establishment (CSE) for use by the Government of Canada.

1.7 Secure Certification

The Respondent has identified the HRIS solution is secured in accordance with AICPA SOC 2/Type 2 Attestation; CSA Level 2 STAR Attestation; ISO/IEC 27001:2013 Certification; or ISO/IEC 27017:2015 Certification.

Responses that meet all of these minimum eligibility criteria will proceed to Stage 3 of the Response review.

Response Scoring

As part of the RFIQ, Responses that have met all of the Minimum Eligibility Criteria will be reviewed against the scored criteria for Stage 3 to arrive at a Response score.

2.1 Respondent Experience

The Respondents should demonstrate:

a) The Respondent's experience in providing the proposed HRIS to organizations of similar size and nature as CDIC.

   A maximum 6 points per identified client engagement, up to a maximum of 18 points based on the following scale:

   - *6 points = The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS to an organization of similar size and nature to CDIC.*

   - *3 points = The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS to an organization that is not of similar size and nature to CDIC.*

   - *0 points = The Client Engagement did not demonstrate the Respondent's provision of the proposed HRIS.*

b) The Respondent's experience in providing the proposed HRIS to public sector organizations or highly regulated private sector organizations, where the HRIS was required to incorporate policies and procedures of these organizations.

   A maximum 2 points per identified client engagement, up to a maximum of 6 points based on the following scale:

   - *2 points = The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS a public sector organization or highly regulated private sector organization, where the HRIS was required to incorporate policies and procedures of the organization.*

   - *1 point = The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS a public sector organization or highly regulated private sector organization, where the HRIS was not required to incorporate the policies and procedures of the organization.*

   - *0 points = The Client Engagement did not demonstrate the Respondent's provision of the proposed HRIS.*

c) The Respondent's breadth of experience with integrating/interfacing the proposed HRIS' functions with other software, highlighting the capability to "plug-in" other products to/from the system and the possibilities for integrations with other software offering a variety of connectors (API's, Web services, etc.)

   A maximum 5 points per identified client engagement, up to a maximum of 15 points based on the following scale:

- 5 points = *The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS' capability to "plug-in" other products into the system and addresses the possibilities for integrations with other software and also offers a variety of connectors (API's, Web services, etc.)*

- 3 points = *The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS' capability to "plug-in" other products into the system partially addressed the possibilities for integrations with other software, but does not indicate a provision of a variety of connectors (API's, Web services, etc.)*

- 1 point = *The Client Engagement provided demonstrates the Respondent's provision of the proposed HRIS' capability to "plug-in" a limited number of other products into the system and did not address the possibilities for integrations with other software.*

- 0 points = *The Client Engagement provided did not demonstrate the HRIS' capability to "plug-in" other products into the system and did not address the possibilities for integrations with other software.*

The total points for a), b) and c) above will be summed to determine the score for 2.1 out of 42 points.

2.2 Functional and Non-Functional HRIS details

The Respondent should address the capability of the proposed HRIS to provide the identified functional and non-functional HRIS details listed in the Schedule A HRIS Details spreadsheet with scoring attributed to the level of capability as identified by the Respondent in Schedule A HRIS Details spreadsheet.

To complete this response, Respondents are to complete the Schedule A HRIS Details spreadsheet by:

1.) For each functionality line item, using the drop-down menus in the Schedule A HRIS Details spreadsheet select a Yes or No claim under the appropriate columns.

2.) At the end of each functionality line item, under Submission Reference, identify where in Response information substantiating the claim identified can be found.

A maximum 6 points per functionality based on the following scale measuring the readiness of the functionality:

- 6 points = *The functionality addressed is Core System Ready or Out of the Box.*

- 5 points = *The functionality addressed requires Configuration at the user level.*

- 4 points = *The functionality addressed requires Configuration at the system level.*

- 3 points = *The functionality addressed requires Customization.*

- 2 points = *The functionality addressed is provided as a third-party component.*

- 1 point = *The functionality addressed is currently on a roadmap to be added to the system within the next 24 months.*

- 0 points = *The functionality addressed is not provided.*

An average score of all CDIC identified functional and non-functional HRIS details listed will be calculated and weighted to the 2.2 Maximum Score Value.

2.3 Additional HRIS Functionality

The Respondent should identify any other functional and non-functional capabilities within the proposed HRIS solution outside of those indicated by CDIC in the Schedule A HRIS Details spreadsheet by adding these as line items in the Schedule A HRIS Details spreadsheet under the Additional Functionality tab, and indicating the level of capability. Additional lines may be added as required. Scoring will be attributed to the level of capability as identified by the Respondent in Appendix A HRIS Details.

To complete this Response, Respondents are to complete the Schedule A HRIS Details spreadsheet by:

1.) Adding line items within the Schedule A HRIS Details spreadsheet, under the "Additional HRIS function" tab.

2.) For each functionality line item added, using the drop-down menus in the Schedule A HRIS Details spreadsheet select a Yes or No claim under the appropriate columns.

3.) At the end of each functionality line item, under Submission Reference, identify where in Response information substantiating the claim identified can be found and identifying the applicability to CDIC's requirements

A maximum 10 points per functionality will be scored based on the applicability to CDIC's requirements and the readiness of the functionality using the scoring methods below.

Applicability

A maximum 6 points per functionality based on the following scale measuring applicability to CDIC's requirements:

- *6 points = The Respondent has demonstrated the functionality identified is applicable to CDIC's requirement.*

- *4 points = The Respondent has demonstrated the functionality identified may be applicable to CDIC's requirement but requires a minor change to the requirement to be applicable.*

- *2 points = The Respondent has demonstrated the functionality identified may be applicable to CDIC's requirement but requires a minor change to the requirement to be applicable.*

- *0 points = The functionality identified is not applicable to CDIC's requirement.*

AND

Readiness

A maximum 6 points per functionality based on the following scale measuring the readiness of the functionality:

- *6 points = The functionality addressed identifies the applicability to CDIC requirements and is Core System Ready or Out of the Box.*

- *5 points = The functionality addressed identifies the applicability to CDIC requirements and requires Configuration at the user level.*

- *4 points = The functionality addressed identifies the applicability to CDIC requirements and requires Configuration at the system level.*

- *3 points = The functionality addressed identifies the applicability to CDIC requirements and requires Customization.*

- *2 points = The functionality addressed identifies the applicability to CDIC requirements and is provided as a third-party component.*

- *1 point = The functionality addressed identifies the applicability to CDIC requirements and is currently on a roadmap to be added to the system within the next 24 months.*

- *0 points = No additional functionality provided or no applicability to CDIC's requirements provided.*

An average score of all provided Additional Functionalities will be calculated and weighted to the 2.3 Maximum Score Value.

2.4 Service Level Agreement and Support

The Respondent should provide their Service Level Agreement associated with the proposed HRIS solution. This should identify the following components but is not limited to:

- capability of the associated services to be available with an identification of the turnaround time for clients within the NCR including details such as:
    - HRIS solution availability and up-time;
    - Responsiveness; and
    - Stability;
- Methods and timing of notification to clients on issues at varying levels;
- issue escalation procedures for problem identification, isolation and resolution;
- case management or bug-tracking system and other automated support tools and the Respondent's resolution management process;
- monitoring and reporting compliance with the Service Level Agreement including the methods for tracking and remedies for non-compliance;

The Response to Criteria 2.5 will be reviewed based on the Rating Scale below and the scores weighted against the maximum of 30 points for this Criteria 2.5.

Rating Scale (out of 10)	
Score	Description
10 = Excellent	Response is complete and exceeds the information requested.
8 = Good	Response substantially provides all information requested and provides limited additional information.
7 = Satisfactory	Response substantially provides all information requested.
5 = Fair	Response provides most of the information requested.
3 = Marginal	Response provides only some of the information requested.
1 = Poor	Response is insufficient. Response provided is vague and does not address the information requested.
0 = Not relevant	No relevant information provided.

2.6 Canadian Considerations

The Respondent should identify the HRIS' capability to incorporate functionality based on the Canadian Labour Code, Income Tax Act and other Canadian legislation with scoring attributed to the availability of the integration of this legislation already available, at implementation or to be incorporated.

A maximum of 20 points will be scored for 2.6 Canadian Considerations based on the following:

- *20 points = The Respondent's proposed HRIS as part of its core system incorporates functionality and business rules based on the Canadian Labour Code, Income Tax Act and other Canadian legislation.*

- *14 points = The Respondent's proposed HRIS can be configured by the Respondent at implementation to incorporate functionality based on the Canadian Labour Code, Income Tax Act and other Canadian legislation.*

- *10 points = The Respondent's proposed HRIS will need to be customized by the Respondent at implementation to incorporate functionality based on the Canadian Labour Code, Income Tax Act and other Canadian legislation.*

- *6 points = The Respondent's proposed HRIS will need to be configured or customized by the Client to incorporate functionality based on the Canadian Labour Code, Income Tax Act and other Canadian legislation.*

- *2 point = The Respondent's proposed HRIS can incorporate functionality based on the Canadian Labour Code, Income Tax Act and other Canadian legislation but as an add-on to the core system at a*

later date.

- *0 points = The Respondent's proposed HRIS does not incorporate functionality based on the Canadian Labour Code, Income Tax Act and other Canadian legislation.*

Demonstration Criteria:

RFIQ Short-Listed Respondents will be invited to provide a demonstration of their proposed HRIS solution.

The demonstrations will be assessed against criteria according to the demonstration script provided at the time of notification of the demonstrations to the short-listed RFIQ Respondents.

The Respondent's Total Demonstration Score will be calculated and weighted out of 20 points, then added to the Respondent's weighted technical score out of 80 points to arrive at a Total Overall Score out of 100.