

WorkplaceNL

Health | Safety | Compensation

Request for Proposals: 2019-22-P

Enterprise Resource Planning System

Issue Date: June 17, 2019

**Closing Date: Friday, July 19, 2019 before 2:00 p.m. Newfoundland Daylight
Time (NDT)**

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1. Instructions to Respondent

1.1. Request for Proposal Summary

The Workplace Health, Safety and Compensation Commission (“WorkplaceNL”) is inviting prospective respondents to submit proposals for the provision of an Enterprise Resource Planning (ERP) application, along with professional services to provide implementation and integration services. The preference is to implement a cloud-based ERP solution. Respondents are requested to propose the best solution that meets the needs of WorkplaceNL. This solution may include one singular system or a combination of modules/systems and can be cloud-based, on-premise or a hybrid solution. This will involve implementation of interfaces to several critical operational systems. There is also an expectation that any data produced by, used in, or stored by the application will reside in Canada (including data in transit).

The proposed ERP solution **must** include financial management and human resource functionality as detailed in Section 2.3, as well as functionality related to interfaces with existing applications and data conversion. Furthermore, there will be requirements for operational reporting, business intelligence, and data extraction capabilities.

A cross-functional team comprised of representatives of various functional departments of WorkplaceNL will assess the proposals based on the best understanding of the proposal, the qualifications and/or resources of the company, relevant experience, technical support and price.

As more specifically described in Section 1.10, the preferred respondent will be requested to enter into negotiations to finalize an agreement with WorkplaceNL for the provision of the Services. Points of negotiation may include, but are not limited to, pricing, schedules and any other related deliverables.

WorkplaceNL reserves the right to select the solution(s) that best meets its needs. Possible outcomes include acceptance of any one proposal in full, more than one proposal in part, or the rejection of all offers. In addition, WorkplaceNL reserves the right to decide not to proceed with the project or any part thereof or seek an alternate solution and/or provider to obtain some, or all, of the functionality as requested within this document.

WorkplaceNL makes no guarantee of the value or volume of work to be assigned to the successful respondent(s).

In the case of a cloud-based solution, the term of the agreement will be for a period up to five years, with option to extend the agreement for successive terms of up to five years on similar terms and conditions. Should needs be identified or conditions change during the

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original agreement, the needs and/or conditions may be addressed in the extension agreement.

If you are interested in providing this service for WorkplaceNL, please submit your completed proposal before the RFP closing on Friday, July 19, 2019 at 2:00 p.m. NDT.

1.2. Glossary of Terms

The following terms will apply to this document:

Respondent(s): An individual, group of individuals or a company that submits, or intends to submit, a proposal in response to this document.

RFP: Request for Proposal which includes the original Request for Proposals and any and all addenda.

Must/Should: A requirement that is mandatory and if not met will result in rejection of the proposal.

Services: Functions to be performed by the successful respondent(s) in fulfilling the obligations in the written agreement with WorkplaceNL pursuant to this Request for Proposal. Specific requirements are set out in Section 2.3 Scope of Work.

1.3. Electronic Copy of this Document

WorkplaceNL reserves the right to modify the terms of the RFP by issuance of addenda at any time prior to RFP closing date.

It is the responsibility of the respondents who retrieve or download this RFP from WorkplaceNL's website (<http://www.workplaceni.ca>) or externally through the web posting at www.merx.com to ensure they monitor these sites for any addendum to the RFP issued up to and including the RFP closing date.

It is the respondent's responsibility to ensure that they have received a complete set of documents. By submitting a proposal, the respondent verifies that they have received a complete set of RFP documents including any and all addenda. All terms, conditions, and/or specifications stated or referenced in the RFP are assumed to be accepted by the respondent and incorporated in the proposal.

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By submitting a proposal, the respondent confirms that all components necessary to deliver the required services have been included in the proposal, or will be provided at no additional charge to WorkplaceNL.

Respondents who have obtained the RFP electronically **must** not alter any portion of the document, with the exception of applying any addendum issued by WorkplaceNL.

1.4. RFP Closing and Delivery

RFP closing date is:

Friday July 19, 2019 before 2:00 p.m. NDT

Respondents are required to deliver and ensure proposals are received at:
Information Desk (Main Entrance)

WorkplaceNL
146-148 Forest Road
PO Box 9000
St. John's, NL A1A 3B8

Or via electronic upload at:

www.merx.com

Fax Proposals: Will **not** be accepted.

Email Proposals: Will **not** be accepted.

In the event that WorkplaceNL's St. John's office is closed due to poor weather conditions or other unscheduled closure, the RFP closing date will be extended to the next business day before 2:00 p.m. NDT.

1.5. Proposal Instructions

All proposals **must** be legible and complete and supply all information required in section **4: Response Requirements**. Respondents are not required to return any sections of this document in their proposal.

All proposals **must** be received in their entirety by the RFP closing date. Proposals or any portion thereof, received after the RFP closing date will be returned to the respondent unopened. WorkplaceNL time clock will be deemed to be correct in the event of dispute.

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RFP Proposals **must** be in an opaque envelope clearly marked with **respondent's name and mailing address** and the following information.

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Attention: Manager of Purchasing
WorkplaceNL
146-148 Forest Road
PO Box 9000
St. John's, NL A1A 3B8**

If an exterior courier envelope/container is used this must also be clearly marked with the respondent's mailing address, proposal number and name and shall be addressed to the Manager of Purchasing.

Respondents who opt to physically deliver their proposal, when delivering their proposal, respondents are requested to remit five **signed copies** of their proposal, and **must** include a digital copy version of their proposal saved to a disk or USB drive.

Alternatively, respondents may upload their submission via www.merx.com. (**Appendix "C" – Electronic Bid Submission Instructions**).

Proposals **must** be signed by the respondent or an authorized representative of the respondent. If the respondent is a corporation, the proposal **must** be signed by the authorized signing officer of the corporation submitting the proposal.

Respondents are solely responsible for the delivery of their proposal in the manner and time prescribed.

Any error in the proposal is the responsibility of the respondent. Submitted proposals may be amended prior to the RFP closing date by submitting a complete, new proposal clearly indicating it replaces the previously submitted proposal. Any such new proposal is subject to the requirements as outlined herein. The said new proposal replaces any other proposals previously submitted by the respondent, and only the last of any new proposals received will be accepted.

Any proposal received in response to a RFP may be withdrawn by written request to WorkplaceNL, Manager of Purchasing, Finance, but cannot be withdrawn, altered or changed in any way after the RFP closing date, unless the respondent is requested to do so by WorkplaceNL as part of negotiations.

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All requests for withdrawal, amendment or submission of a replacement proposal **must** be submitted in writing **on company letterhead or equivalent, and be signed by the respondent, an authorized representative of the respondent or, if a corporation, an authorized signing officer of the corporation.**

While WorkplaceNL has tried to ensure the accuracy of the RFP, it is not guaranteed or warranted by WorkplaceNL to be accurate, nor is it necessarily comprehensive or exhaustive. WorkplaceNL will assume that all respondents have resolved any questions they might have about the RFP and have informed themselves as to the existing conditions and limitations, etc. before submitting their proposals. Nothing in the invitation is intended to relieve respondents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

1.6. Questions and Clarification

Any questions related to the RFP **must** be directed in writing by either email or through the RFP publication on www.merx.com to the Manager of Purchasing as it appears below.

Process Inquiries: Manager of Purchasing

Email: Purchasing@workplacnl.ca

All questions should include the respondent's name and address, contact person's name, telephone number, fax number and email address, and the reference to the specific section and page number of the RFP in question.

To the extent that WorkplaceNL considers that the answer to the question may assist in the preparation of a proposal, WorkplaceNL will post an addendum on its website and through the RFP publication on www.merx.com which will be part of the RFP. WorkplaceNL may not answer a question where WorkplaceNL considers the information requested is not required to prepare a proposal, or where the answer to the question posed may be found in the RFP. No responses provided shall be binding upon WorkplaceNL unless the response was provided to the respondent in writing.

While there is no obligation, WorkplaceNL may request additional data, discussions, presentations or on-site visits in support of the proposal, all without obligation to provide other RFP recipients with similar information or notice of such communication. Additionally, WorkplaceNL reserves the rights to implement the appropriate due diligence processes to confirm or clarify any information provided, or to collect more evidence of managerial,

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financial and technical abilities, including but not limited to, meetings and visits with current customers served by the respondent. Decisions to request clarifications or to conduct interviews are at the sole discretion of the WorkplaceNL.

Any written information received by WorkplaceNL from a respondent in response to a request for additional data from WorkplaceNL will be considered an integral part of the respondent's proposal and any information provided must be for the sole purpose of clarification of information already submitted and no new or supplementary information may be provided or factored in the evaluation.

1.7. Ineligibility of Proposals

It is essential that the proposal thoroughly addresses and completes each requirement identified in the RFP, as incomplete proposals may be declared "non-responsive". Proposals that are improperly signed, conditional, illegible, obscure, or contain arithmetical errors, erasures, alterations, or irregularities of any kind may be considered invalid.

1.8. Acceptance of Proposal

WorkplaceNL in its sole discretion, reserves the right, to accept or reject in whole or in part any or all proposals.

WorkplaceNL reserves the right to waive any minor irregularity or non-compliance where such irregularity or non-compliance is not of a material nature in its sole and absolute discretion. Such minor irregularity or non-compliance will be deemed substantial compliance and capable of acceptance. WorkplaceNL will be the sole judge of whether a proposal is accepted or rejected.

WorkplaceNL, in its sole discretion, reserves the right to cancel the RFP without award. WorkplaceNL is not bound to award an agreement to any respondent. The awarding of the agreement(s), if any, shall be at WorkplaceNL's sole discretion and subject to approval from WorkplaceNL's Board of Directors.

WorkplaceNL reserves the right to reject all proposals, to select a proposal that is not the highest score bid, and to refuse any proposal that does not meet the information or timing requirements of this RFP.

If WorkplaceNL does not receive compliant and acceptable proposals in response to the RFP, WorkplaceNL reserves the right to enter into negotiations with one or more of the respondents or with any other party in order to complete the procurement of services. A proposal may not be eligible for acceptance if current or past corporate or other interests

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of the respondent or the respondent's key personnel may, in WorkplaceNL's opinion, give rise to a conflict of interest.

WorkplaceNL reserves the right to disqualify any respondent if the respondent or the respondent's key personnel have either breached an agreement and/or failed to provide satisfactory service and/or deliveries under any prior agreement with WorkplaceNL, in the sole opinion of WorkplaceNL.

The respondent may be required to demonstrate financial stability, authorization to provide the goods and/or services being acquired, and/or regulatory agency approval, licensing or registration as needed, or otherwise clarify the respondent's capability to satisfy the RFP requirements. WorkplaceNL reserves the right to reject a proposal from any respondent that it feels is incapable of providing the necessary labour, materials, equipment, financing, or resources to perform the services or supply the goods in a satisfactory and timely manner.

WorkplaceNL reserves the right in its discretion, to elicit offers from other parties (whether or not such parties have responded to this RFP) or engage in another procurement process, including re-issuing a substantially similar RFP or negotiating with any party if:

- a) Only one bid is received;
- b) A suitable respondent has not been selected;
- c) All bids exceed WorkplaceNL's set budget for the Product/Services; or
- d) Contract negotiations have not been reached within a reasonable time as solely determined by WorkplaceNL.

1.9. Negotiation

Without limiting any discretion available to WorkplaceNL pursuant to the RFP, it is the intention of WorkplaceNL to negotiate the terms of the agreement prior to the award of the agreement. The top-ranked proposal that meets the minimum required score, as established by the evaluation process defined herein, **shall** receive a written invitation to enter into direct negotiations with WorkplaceNL subject to section 1.8 above. Negotiations may include, but are not limited to, pricing, schedules, and any other related deliverables.

WorkplaceNL intends to conclude negotiations with the top-ranked respondent within 30 days commencing from the date of the written invitation to enter negotiations.

Any negotiations **will not** constitute a legally binding offer to enter into an agreement on the part of WorkplaceNL or the respondent. Negotiations may include requests by WorkplaceNL for supplementary information to clarify the respondents' submission or to confirm the conclusions reached in the evaluation.

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Respondents should note that if the parties do not execute an agreement within the allotted timeframe noted above WorkplaceNL may, in its sole discretion, (i) extend the time period for negotiating an agreement, (ii) invite the next best ranked respondent to enter into negotiations, or (iii) cancel the RFP process. Once the above noted timeframe lapses, WorkplaceNL may discontinue further negotiations with the top ranked respondent. This process **shall** continue until an agreement is formalized or until there are no more respondents remaining that are eligible for negotiations or WorkplaceNL elects to cancel the RFP.

1.10. Agreement

While the terms and conditions of any agreement will be negotiated between WorkplaceNL and the successful respondent, a written agreement will not be executed without the approval of WorkplaceNL's Board of Directors.

WorkplaceNL **shall not** be obligated to any respondent until a written agreement has been duly executed related to an approved proposal. Any awards made pursuant to this RFP process are subject to execution of a written agreement which is acceptable to WorkplaceNL.

To be eligible to provide services to WorkplaceNL, the successful respondent shall execute a written agreement with WorkplaceNL to perform the services which is acceptable to WorkplaceNL with terms and conditions as agreed within the time frame established by WorkplaceNL. The successful respondent shall be responsible for compliance with the terms and conditions as agreed in a negotiated agreement.

Claims made by the respondent in the proposal will constitute contractual warranties. Any provision in the proposal may, in WorkplaceNL's sole discretion, be included as a provision of an agreement between WorkplaceNL and the successful respondent. In the case of conflict between the written agreement between WorkplaceNL and the successful respondent and the RFP and proposal, the terms of the said written agreement shall prevail.

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1.11. Estimated Time Frames

The following timetable outlines the estimated time frame for this RFP process. The timing and the sequence of events resulting from this document may vary.

Description	Deadline
RFP issue date	June 17, 2019
Deadline for questions	June 28, 2019
Proposals to be received by	July 19, 2019
Presentation of proposals for selected respondents	August 12-16, 2019
Identify preferred vendor for negotiations	August 21, 2019
Negotiated agreement	September 20, 2019
Conclusion of detailed analysis / planning phase	November 21, 2019
Date of Board approval and award (tentative)	December 5, 2019
Work commence	January 2020

2. Overview and Scope of Services

2.1. Intent

The purpose of this RFP is to invite prospective respondents to submit proposals for provision of an ERP solution, along with professional services to provide implementation and integration services. This will involve implementation of interfaces to several critical operational systems.

2.2. Background

WorkplaceNL provides services to employers, injured workers and their dependents, and the public through the administration of the **Workplace Health, Safety and Compensation Act (the Act)**. These services include promoting workplace health and safety in order to prevent and reduce workplace injuries and occupational disease. WorkplaceNL also works to ensure injured workers receive the best care possible and the benefits to which they are entitled; and facilitates recovery and return to work in an early and safe manner. In addition, WorkplaceNL administers an employer classification and assessment system, and must ensure adequate funding for services through sound financial management.

WorkplaceNL is organized along four main functional areas: 1) worker services; 2) employer services; 3) corporate services; and 4) financial services. These functional areas support the organization's three main lines of business:

1. Education on the prevention of workplace injuries, illnesses, and occupational disease;
2. Claims management for injured workers; and
3. Employer assessments (insurance coverage).

WorkplaceNL currently utilizes JD Edwards World (version 9.4) software to meet the majority of its financial management requirements however the accounts receivable functionality resides within the Assessment system, a custom-developed (Lansa-based) application. As well, excel spreadsheets are utilized to meet the budgeting requirements of the organization and a legacy (RPG code) custom application is used to process client and employee expenses. Some of the financial data is stored in a Cognos based data warehouse in order to meet the business intelligence requirements of the area. There are also a number of custom-developed interfaces to critical operational systems including: claims management, web services, and the assessment system, in addition to banking interfaces (**Appendix "A" – Current System Diagrams**).

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There are 20 employees in the Finance department that perform core financial management functions, and 30 employees who apply transactions in the assessment system. In addition, there are 50 other employees that access the financial system directly to perform financial functions including approval of purchase orders. WorkplaceNL's financial system is structured as approximately 20 cost centers within a single corporate entity. WorkplaceNL claims a refund of HST paid but is not subject to income tax and transactions are recorded in Canadian currency.

WorkplaceNL currently utilizes multiple applications to meet the human resource management requirements of the organization. The payroll function is outsourced to ADP, while a StarGarden on-premise solution provides functionality related to employee contact information, tracking of training, grievances and occupational health and safety/disability management. In addition, a custom developed legacy application (RPG code) is utilized for attendance management. Some of the human resources data is stored in the Cognos based data warehouse to meet the business intelligence requirements of the area. There are also various data extraction processes utilized to provide data to the Union and various external benefit providers. There are 10 employees in the Human Resources department that perform the core human resource functions. (**Appendix "A" - Current System Diagrams**).

2.3. Scope of Work

The respondent will provide an ERP solution with the required financial and human resource management functionality identified below; and the professional services needed to implement the solution and provide integration services. WorkplaceNL prefers a cloud-based ERP solution. Respondents are requested to propose the best solution that meets the needs of WorkplaceNL. This solution may include one singular system or a combination of modules/systems and can be cloud-based, on-premise or a hybrid solution. It is WorkplaceNL's objective that systems be implemented without customization wherever possible.

In addition, the system design (technical, application, database and communication architectures) will need to ensure the privacy and security of stakeholder information is protected while also supporting implementation of WorkplaceNL's digital-by-design strategy. WorkplaceNL is seeking a modern and efficient integrated application that requires minimal, if any, duplication of data and work effort. WorkplaceNL is open to adjusting workflows to facilitate implementation. Furthermore, functionality is required to enable WorkplaceNL to implement both finance and human resources key performance indicators (KPI's). There is also an expectation that any data produced by, used in, or stored by the application will reside in Canada (including data in transit).

Respondents should describe the capability of the proposed solution(s) with respect to the functionality which should be common to all modules of the application:

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- Compliance with the Access to Information and Protection of Privacy Act, 2015 (ATIPPA, 2015), the Personal Health Information Act, SNL 2008 c. P-7.01 (PHIA) and regulations, as amended and all other and all other applicable privacy legislation;
- Role-based user management;
- Self-service options (employees and external stakeholders);
- Business intelligence capabilities; and
- Audit logging.

Each functional area will also have requirements related to the following:

- Operational reporting;
- Data conversion and load;
- Data import/export; and
- Interfaces with on-premise and external applications (claims management, web services, electronic deposits/funds transfer and impacted legacy applications).

2.3.1. Business Processes

Business processes within the required scope have developed over the life of WorkplaceNL's existing systems and consist of both standard and customized approaches.

It is WorkplaceNL's goal to proceed with a non-customized implementation of the selected solution. WorkplaceNL intends to use the implementation of a modern ERP system as an opportunity to examine and potentially update its business processes and achieve organizational efficiencies. Our default approach will be to seek to adjust existing business practices, processes and structures to align with the vendor's standard processes model.

In order to facilitate the implementation and provide a common approach to compare solutions, WorkplaceNL has adapted the public domain APQC Process Classification Framework® (PCF) for Property and Casualty Insurance v 7.1.0 to standardize our language and process definitions. Respondents are asked to conform to the process name and numbering schemes within this model in all their responses.

Respondents should describe options for process coverage and indicate if available from an "out of box solution" (OOB), or customizable against the business processes as indicated in **Appendix "B" – Requirements and Response Template**.

2.3.2. Master Data Section

The existing systems within WorkplaceNL that we are seeking to replace with an ERP solution do not contain the concept of master data stores. 'Conceptual master data' (e.g.,

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employee, supplier, employer, injured worker, etc.) is spread over multiple systems. WorkplaceNL recognizes the requirement to create master data loads to populate the new ERP solution and wishes to understand each respondent's approach to this activity.

Respondents should describe their methodology for supporting WorkplaceNL's client information through the activity of identifying, gathering, rationalizing, loading, testing and quality assuring the data in order to load into the ERP system and establish a master data file and a 'single source of truth'.

Any value-add proprietary tools or methods that support this activity should be identified and described, including the number of additional environments or tenets required, as well as, any resources and skillsets that WorkplaceNL will be expected to provide should be clearly outlined.

Pricing for master data loads should reflect the following record counts and all environments required to successfully complete the activity:

- Active Employees – 388
- Active Employers – 19,000
- Employer Invoice Transactions per year 162,000
- Injured Workers – Approximately 13,000
- Active Vendors – 5,500

Respondents are to outline their standard approach and recommendations for the loading of historical data.

- Inactive Employees – 800
- Inactive Employers – 22,000 outstanding balances
- Journal entries (4,000 per year)
- Open Purchase Orders per year (70,000 per year)

2.3.3. System Integration

Integration with existing internal systems and external providers will be required as a part of the implementation project. Outline pricing for these activities should be quoted separately as indicated in the pricing sheet in **Appendix "B" – Requirements and Response Template**.

The systems requiring interface solutions for both Human Resources and Financial functional areas cover both internal and external systems using REST, SOAP and flat file interchanges. Internal systems requiring interface solutions are the custom-developed web services portal, the assessments system, and the claims system with each system requiring multiple interfaces. External systems include banking and health benefits and pension providers. The preferred respondent will be expected to undertake an in-depth

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interface assessment as part of the detailed analysis phase described in section 2.2.12. Respondents are to describe their integration technologies, solution, and detail the interfaces covered by their OOB solution and the interfaces that will require custom development using their standard API. Respondents are to indicate their approach to system integration, as well as, programming languages that will be used by applications used for integration. Respondents should also identify any value-add proprietary tools or methods that support this activity.

In addition to interfacing with existing WorkplaceNL systems, respondents are to describe their ability to integrate with the Microsoft Office 365 environment, including Exchange, Azure Active Directory and both local and on-line versions of Office 365.

2.3.4. Future interest in a Customer Relationship Management (CRM) Module

Although not required as part of the scope for this RFP, WorkplaceNL may have future interest in a CRM module in order to better manage our relationships with clients, in particular, injured workers and employers.

WorkplaceNL holds extensive records of all interactions with injured workers and employers. The ability to create, access, review, update and add to the information files will be the focus of future work and respondents are asked to briefly describe their standard CRM functionality to manage such relationships and their ability to support complex pricing rate engines which must adhere to Provincial regulations and WorkplaceNL incentive programs. **Respondents are not required to submit pricing information for future CRM potential.**

2.3.5. Systems Integrator Approach

Respondents **must** describe in detail their proposed approach to implement the entire ERP solution detailed within this RFP. At a minimum, this **must** include:

- An overall approach to the management of the engagement including the ability to include WorkplaceNL employees within the System Integrator team to facilitate knowledge transfer.
- Proposed sequencing of major activities e.g., fit-gap, data migration, payroll parallel, etc.
- Proposed sequencing for the implementation of the ERP solution e.g., Module A before Module B etc.
- A summary Gantt chart for the project detailing major milestones and including timescale recommendations.
- A full organization chart of the proposed System Integrator team, including resumes of the all proposed resources. Substitution of proposed personnel will be subject to approval by WorkplaceNL.
- Approximate timings and durations the System Integrator personnel will work on

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site at WorkplaceNL including the number of staff who need to be accommodated and the facilities required e.g., five staff for two months in fourth quarter 2020 with access to two meetings rooms.

- The System Integrator is requested to clearly distinguish between the responsibilities of the Systems Integrator and WorkplaceNL, and provide descriptions of the number of roles and skills that WorkplaceNL would be expected to provide to support the engagement, including recommendations for time/effort commitments. The role of the Systems Integrator post-implementation.
- A description of the typical organizational change issues WorkplaceNL should expect to address.
- Recommendations for WorkplaceNL to review based on lessons learned from previous projects.

2.3.6. Backup / Restore, Business Continuity and Disaster Recovery

Respondents **must** describe their recommended approach for backup of the system and their ability to restore the system, or portion of the system, to a point in time. If backup to local WorkplaceNL storage is required, this **must** be clearly stated.

Respondents **must** describe their approach for ensuring business continuity to their solution and the service levels offered to Customers. For hosted or SAAS Cloud solution, respondents should quote their historical uptime performance over the past three years of operations.

Respondents **must** describe their approach and representative timescales for restoring service in the event of a major disaster, for example complete loss of primary data centre. Details of the test frequency of disaster recovery plans and the right of WorkplaceNL to review and audit the results of such tests should be provided.

Respondents should describe any changes they recommend to their clients' existing business continuity and/or disaster recovery plans as a result of choosing their solution and the rationale behind such changes.

2.3.7. Functional / Version Update and Patch Management

Respondents **must** describe their release management process for all system updates, upgrades and patches including the frequency and release times (including time zone). The controls available to WorkplaceNL staff to manage and control such updates and upgrades should be described and a clear distinction between the roles and responsibilities of the system Vendor/Host/Provider and WorkplaceNL staff should be provided.

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2.3.8. Analytics and Reporting

Respondents should describe the analytical and reporting functionality available within their solution covering automated batch reporting, on-demand reporting, report design and generation, ad-hoc data query, analytical analysis, management or business unit dashboards or portals. Clear distinction between the functionalities available to internal system users and stakeholders and external system users and stakeholders should be outlined.

2.3.9. Self Service Portals

WorkplaceNL seeks self-service secure portal options covering both Human Resources and Financial functionality. Respondents should describe the options available “out of the box” covering the following, for example:

- Employees – expense claims, purchase requisitions, review and update of personal data held by the HR department e.g., job/ salary history, request leave, view leave entitlement balances, etc.
- Managers – review and update of HR data for all employees within their chain of command e.g., review and approval of leave requests, expenses, creation, update and submission of performance review, job requisition / hiring request etc.
- Vendors – receive purchase orders, submit invoices.
- Clients - employers– review invoices, remit payments.
- Clients - injured workers - submit expense claims, view payment information.
- The ability of all portals to support https and multi-factor authentication.

Respondents should also provide information related to mobility options available for access to the system.

2.3.10. Information Management

WorkplaceNL will be seeking a comprehensive document and content management component that ensures information integrity, protection, compliance, and provides the ability to apply retention and disposal schedules. The solution must provide information management controls to manage workflows, reporting and records throughout the records life cycle. This could apply to short-term and long-term records.

Records retention requirements for the ERP solution cover both transitory information that should be removed within limited timescales, through financial data requiring retention for 7 or more years. The solution should also be capable of managing injured worker and employee pension records that will require long-term storage.

Respondents must provide information on the ERP solution’s document and content management capabilities and/or detail any document and content management software

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which will be required to integrate with the ERP solution.

2.3.11. Security & Privacy

Respondents **must** describe their approach to establishing and maintaining high levels of security across the overall solution, whether the proposal is for SAAS Cloud-based, a remotely Hosted or an On-Premise solution. The response should cover the security aspects of the solution infrastructure, the solution software and the support and maintenance resources for the solution.

In particular, the following should be clearly described:

- Ability to support role-based access and privileges.
- Ability to track and audit use of privileged accounts.
- Ability to track and audit support and maintenance accounts and activities.
- Ability to provide multi-factor authentication and support single-sign on concepts including the ability to integrate with Active Directory, both in the Azure Cloud and from on premise installation.
- Ability to encrypt all data held within the system.
- Ability to encrypt all network traffic between the system and the end-user of the system, regardless of location of the end-user.
- Ability to control and manage the segregation of duties.
- Security certifications /standards held covering organization, system, infrastructure and/or individuals. Examples might include: ISO/IEC 27001 and 27002, SSAE16, SOC1, SOC2, NIST SP 800-53 R4, EU NIS Directive, CISM, CEGIT, MCSE, CISSP, and CCIE.
- Background/reference checks applied to the respondent's staff that will participate in the implementation of the solution and/or support and maintenance activities.
- Respondents **must** confirm that all data held within the system will reside within the geographic boundaries of Canada.
- Respondents **must** confirm that the proposed solution meets the requirements of Canadian federal and provincial public sector privacy legislation.

2.3.12. Respondent Detailed Analysis and Planning Phase:

Prior to finalizing the contract and negotiations, the preferred respondent will be invited to work with WorkplaceNL to undertake final due diligence and complete a detailed assessment of requirements and discuss outstanding questions. It is expected this analysis and planning phase will take place over a two-month timeframe prior to Board approval, and a final confirmation of pricing and schedule must be received by WorkplaceNL before November 21, 2019.

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Respondents are asked to describe their approach for this assessment and provide WorkplaceNL with separate pricing, if applicable, for the assessment activity. The response should include an outline of the project plan detailing the proposed dates, times, and subjects required for the assessment. The respondent will work with WorkplaceNL resources on-site and provide the names and roles of the proposed respondent team, as well as provide details on the resources WorkplaceNL should make available for the assessment activity.

2.4. Mandatory Criteria

The successful respondent(s) **must** meet the mandatory criteria and possess the necessary knowledge, skills and experience to supply the required service. The mandatory criteria are as follows:

- Respondents **must** complete the Requirements and Response Template and provide sufficient detail relative to the functionality of the ERP application to confirm the proposed solution contains the functionality needed to meet the core financial and human resource management requirements of WorkplaceNL as stated in Section 2.3. An overview of the functionality included in each module **must** be provided.
- Respondents **must** provide a high-level work plan which identifies the major phases of work, along with the work effort, resource requirements and timeframes for each phase of the implementation. The work effort and resource requirements will include the respondent resources and WorkplaceNL resources.
- Respondents **must** provide an overview which demonstrates how the past professional experience of the organization and the education, knowledge, skills and experience of the proposed resources meet the requirements as described in the RFP. The overview must include brief supporting details from relevant projects.
- The proposed senior resource and project manager are required to have a university degree in business, engineering or computer science or a related discipline, or have a project management designation; and a minimum of 5 years relevant work experience, including experience in the implementation of the recommended product.
- Respondents **must** warrant that the proposed resources possess the necessary skills, expertise and experience to perform at the level stated.

3. General Terms and Conditions

3.1. General

The successful respondent(s) is required to meet WorkplaceNL's billing and accounting requirements. Progress billing should be submitted to WorkplaceNL every 30 days or other frequency as agreed to between WorkplaceNL and the successful respondent(s). Invoices must be legible and clearly labeled with the respondent's invoice number.

This RFP, all proposals, and any agreements will be construed and interpreted in accordance with the laws of the Province of Newfoundland and Labrador.

The respondent shall not use WorkplaceNL's name or logo or make reference to this RFP in any advertising copy or other promotional materials or messages without WorkplaceNL's prior written consent.

Respondents agree to comply with all applicable laws, regulations and standards including all labour, occupational health and safety and worker compensation requirements of the Province of Newfoundland and Labrador.

The submission of a proposal from, or invitation to negotiate with, any respondent does not in any manner create a contractual obligation between WorkplaceNL and the proposed respondent. WorkplaceNL is not obliged to a respondent in any manner whatsoever only until such time that a written contract is executed as it relates to a proposal approved by WorkplaceNL as submitted by a respondent.

3.2. Addenda

Addenda issued to this RFP will be posted on the WorkplaceNL website at www.workplacencanada.ca or via the RFP web posting on www.merx.com.

WorkplaceNL assumes no responsibility for notifying individual respondents of the existence of addenda. Respondents are advised to check for amendments on WorkplaceNL's website or on www.merx.com up to the closing date and time. Upon submitting a bid, each respondent will be deemed to have received notice of all Addenda that have been issued.

Each addendum will be incorporated into and become part of this document. No amendment of any kind to the RFP is effective unless it is contained in a written addendum issued by WorkplaceNL.

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Any addendums added within seven calendar days of the RFP closing (including on closing day) will extend closing by a reasonable period to be determined by WorkplaceNL.

3.3. Liability for Errors

WorkplaceNL, its employees and agents, shall not be held liable or accountable for any error or omission in any part of this RFP or response to respondents' questions.

3.4. Respondent's Costs

All costs associated with the preparation and submission of the RFP including any costs incurred by the Respondent after the closing of the RFP will be borne solely by the respondent.

3.5. No Claims by Respondent

The respondent, by participating in the process outlined in this RFP document, consents to the procedures as described in this RFP, and the respondent acknowledges and agrees that WorkplaceNL will not be liable to any respondent for any claims, direct or indirect, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever incurred by the respondent in preparing and providing a proposal in response to this RFP and/or for subsequent interviews, presentations, and/or negotiations with WorkplaceNL, if any; and/or due to WorkplaceNL not accepting or rejecting any proposal; and/or due to WorkplaceNL cancelling this RFP without award.

The respondent, by submitting a bid, waives any claim for loss of profits if no contract is made with the respondent.

3.6. Subcontractors

If a respondent intends to use sub-contractors, the respondent must include the names of the subcontractor(s) and the portions of the Services the subcontractor will perform in the bid. No contract will be awarded to a respondent who substantially assigns all of the services to a subcontractor, as solely determined by WorkplaceNL. If subcontractors are named, work must be carried out by the named subcontractor and substitution of others will not be allowed without prior approval of WorkplaceNL.

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3.7. Conflict of Interest

Each respondent must include in its proposal a confirmation that the respondent, its employees, officers, associates and/or approved subcontractors do not and will not have any conflict of interest (actual or potential) in submitting its Proposal or, if selected, in providing services under the agreement. Where applicable, the respondent must declare in its proposal any situation that may be a conflict of interest in submitting its proposal or, if selected, with the contractual obligations of the Respondent under the agreement.

If, at the sole and absolute discretion of WorkplaceNL, the respondent, its employees, officers, associates and/or approved subcontractors is found by WorkplaceNL to be in an actual or perceived conflict of interest either during the RFP process or after award of the agreement, WorkplaceNL may, in addition to any other remedies available at law or in equity, disqualify the proposal submitted by the respondent or terminate the agreement.

Sub-contracting to any firm or individual whose current or past corporate or other interests may, in WorkplaceNL's opinion, give rise to an actual or perceived conflict of interest in connection with this RFP will not be permitted. This includes, but is not limited to, any firm or individual involved in the preparation of the RFP.

3.8. Bid Validity

Bids shall be irrevocable and shall remain open for acceptance by WorkplaceNL for at least 180 calendar days after the "closing date and time".

3.9. Confidentiality and Ownership of Information, and ATIPPA

This procurement process is subject to the **Access to Information and Protection of Privacy Act, 2015**.

Information pertaining to WorkplaceNL obtained by the respondent as a result of participation in this RFP, and/or subsequent interviews, presentations, and/or negotiations with WorkplaceNL, if any, is confidential and shall not be disclosed without prior written authorization from WorkplaceNL.

The RFP and any supplementary document or portion thereof is proprietary information, and **must** not be used by the respondent other than for the submission of proposals without the permission of WorkplaceNL.

The respondent's proposal may be subject to disclosure under the **Access to Information and Protection of Privacy Act, 2015**, SNL 2015 c. A-1.2, as amended. By submitting a

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proposal, the respondent agrees to the appropriate disclosure of the information supplied, subject to the provisions of the governing law.

WorkplaceNL cannot guarantee the confidentiality of the content of any proposal after the RFP closing date. WorkplaceNL shall not be liable to any respondent for any claim, direct or indirect, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever incurred by the respondent as a result of disclosure pursuant to the **Access to Information and Protection of Privacy Act**, 2015, S.N.L. 2015, c. A-1.2, as amended.

The respondent agrees that any specific information in its bid that may qualify for an exemption from disclosure under subsection 39 (1) of the **Access to Information and Protection of Privacy Act, 2015** has been identified. If no specific information has been identified it is assumed that, in the opinion of the respondent, there is no specific information that qualifies for an exemption under subsection 39(1) of the **Access to Information and Protection of Privacy Act, 2015**.

All bids, including attachments and any documentation, submitted to and accepted by WorkplaceNL in response to this RFP become the property of WorkplaceNL the respondent hereby grants WorkplaceNL a license to distribute, copy, print, or translate the proposal for the purposes of the RFP. Any attempt to limit WorkplaceNL's right in this area may result in rejection of the proposal.

During the delivery and installation of goods and/or services, the respondent or the respondent's employees may have access to confidential information belonging to WorkplaceNL or the clients of WorkplaceNL. Should this occur, the respondent must ensure that WorkplaceNL is promptly notified and that such information is not released to any third party or unauthorized individuals. Failure to comply may result in termination of the contract.

The successful respondent(s) and their personnel **shall** be required to sign appropriate confidentiality (nondisclosure) agreements.

3.10. RFP Document Prevails

The terms, conditions and specifications of this RFP document will prevail over any terms and conditions submitted by any respondent.

3.11. Trade Agreements

If applicable, this procurement process is subject to trade agreements (e.g., Atlantic Procurement Agreement and Agreement on Internal Trade).

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4. Response Requirements

It is important that respondents provide complete information with their proposal so it can be readily understood and evaluated. The following minimum information and format **must** be provided in the proposal. A proposal will be considered non-complaint if it fails to provide sufficient detail necessary to evaluate the proposal against the requirements outlined in this RFP.

All proposals **must** address the content of the RFP. Qualifying proposals are those that clearly demonstrate a thorough understanding of the RFP, and its stated requirements and criteria. WorkplaceNL may disqualify proposals that do not demonstrate this understanding and do not specifically address requirements and criteria as specified throughout.

Response Format	Your response must be provided in the same sequence of topics as below.
Cover Letter	Identify the RFP description. Identify your name and your company's name (if applicable), address, telephone number, fax number and email address. Identify the representative responsible for your proposal. The letter must confirm that you and your company (if applicable) are in compliance with the Personal Information Protection and Electronic Documents Act , SC 2000, c.5, and Regulations thereto, as amended. The letter must be dated and signed.
Section 39 of ATIPPA, 2015	The respondent must identify information that may qualify under section 39 of Access to Information and Protection of Privacy Act , 2015, S.N.L. 2015, c. A-1.2, as amended, for exemption from disclosure.
Table of Contents	List all topics and associated pages for easy reference.
Company Profile & Background	If the respondent is a company, provide a brief introduction and an overview of your company's background and profile, including information on full services offered.
Ownership	If the respondent is a company, provide names of all owners, including silent partnerships, affiliated relationships and/or companies, governing boards, etc.
Conflict of Interest	Each respondent must include in its proposal a confirmation that the respondent, its employees, officers,

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associates and/or approved subcontractors do not and will not have any conflict of interest (actual or potential) in submitting its Proposal or, if selected, in providing services under the agreement. Where applicable, the respondent **must** declare in its proposal any situation that may be a conflict of interest in submitting its proposal or, if selected, with the contractual obligations of the respondent as supplier under the agreement.

Privacy/Confidentiality

Provide company policies, practices and tools for protecting privacy, confidentiality and security of information **must** be provided.

Overview

The respondent **must** provide a clear and concise description of the respondent's understanding of the service, their role in the service, and an overview of how the respondent will meet the service requirements. The proposal **must** clearly identify the recommended ERP application and provide sufficient detail to respond to the mandatory requirements identified in Section 2.4.

Respondents **must** clearly indicate whether the proposed solution is a single vendor solution or a multiple-vendor solution. The primary vendor **must** be identified, and the components of the solution provided by each vendor **must** also be identified.

ERP Solution

Respondents **must** provide sufficient detail relative to the functionality of the ERP application to confirm the proposed solution contains the functionality needed to meet the core financial and human resource management requirements of WorkplaceNL as stated in Section 2.3 and the business process worksheets in Appendix B. An overview of the functionality included in each module **must** be provided.

Approach, Methodology & Workplan

The proposal will include a detailed description of the approach and methodology which will be employed to configure, implement and support the ERP (including interfaces) and ensure the financial and human resource requirements of WorkplaceNL are met. Detail **must** be provided to respond to the mandatory requirements in Section 2.4.

A copy of a service level agreement is required.

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Professional Staff Complement	Provide a description of the professional staff and resources available. Identify the number, availability, and roles of individuals intended to be assigned to the project and describe how they meet the mandatory criteria as outlined in section 2 - Overview and Scope of Services above.
Value-added service	Provide any additional information that would enhance your ability to provide the service, e.g., resources, specialized personnel, affiliations, information regarding an available CRM module, tools to facilitate and accelerate implementation, etc.
Geographical location	The internal resources assigned to this project will work from WorkplaceNL's headquarters located at 146-148 Forest Road, St. John's, NL. While there will be requirements for the respondent's resources to work from this location, much of the work may be able to be completed remotely. The team must work from a location in Canada. Indicate the city/town from which you propose to conduct the major activities of this work. Additionally, the respondent must confirm that all data will remain in Canada.
Quality Assurance	Describe your quality assurance program and how it influences your service delivery.
Previous Experience	Describe your organization's experience in implementing the recommended ERP solution. Provide a minimum of three references with appropriate contact information as evidence of previous experience providing similar services. The list of references should exclude any potential references from WorkplaceNL.
Timelines, Schedules & Fees	The proposal must include a workplan with sufficient detail to meet the Mandatory Requirements in section 2.4. The start date and timelines for each major implementation phase of work must be included. Respondents must identify all costs associated with the assessment phase of the project, if applicable.

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Respondents **must** use the template provided in Appendix “B” to identify all one-time and annual fees associated with the implementation and use of the proposed ERP solution. Respondents should prepare a table for the Scope of Services by implementation phase to include:

- Software purchase/licensing fees and annual support and maintenance costs;
- Major professional services expenditure categories (staff, materials, travel, communications, etc.) and their individual costs; and
- The H.S.T. amount identified as a separate budget item.

In providing the professional services cost information, respondents **must**:

- Clearly indicate the hourly and daily rate for each of the proposed resource(s);
- Indicate the rate for overtime, if required;
- Identify any additional costs for travel, living and other related expenses;
- Identify any rate increases that will apply during the term of the contract;
- Identify the H.S.T. amount as a separate budget item;
- Quote all pricing information in Canadian dollars; and
- Ensure all quoted prices and rates will remain valid for a period of 180 days from date of RFP closure.

Professional Staff Resumes

Provide a resume of not more than three pages outlining education and work experience for each professional staff member to be involved in the provision of services.

Brochures

Include any brochure(s) and company information at the back of your proposal.

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5. Evaluation Process and Criteria

5.1. Evaluation and Selection

The proposals will be evaluated by a cross-functional team comprised of representatives of various functional departments of WorkplaceNL who will assess the proposals based on the best understanding of the proposal, the qualifications and/or resources of the company, relevant experience, technical support and price.

The evaluation committee will evaluate all proposals against the mandatory criteria as stated in section 2. Proposals that do not meet all mandatory criteria may be rejected on that basis. The following criteria will be used to score proposals:

Criteria	%
Application functionality and fit with WorkplaceNL requirements	30%
Pricing and Fees	30%
Approach, methodology and workplan	15%
Qualifications and experience of proposed resources	10%
Demonstrated company achievement in performing comparable work	10%
Value added services	5%

WorkplaceNL will use a two-step evaluation process, Proposals will first be evaluated on functionality, approach and experience. Respondents that meet the necessary minimum criteria for step 1, as determined by WorkplaceNL, will progress to step 2, the financial evaluation.

The proposals that demonstrate the highest evaluation will be invited to the demonstration presentation and up to three respondents may be selected at the discretion of WorkplaceNL. The demonstration includes a functional and a technical portion. A review and evaluation will be conducted following the respondent's demonstration to determine the respondent's functional and technical capabilities and how these align to the business requirements as required by WorkplaceNL.

WorkplaceNL will complete a final evaluation of the respondents who participated in the demonstration presentations, which will entail a review of the overall proposal evaluations to determine which, if any, respondent's proposal meets all the necessary requirements and is the best value for WorkplaceNL.

WorkplaceNL, in its sole discretion, may assess the respondent(s)' experience and/or ability to provide the services required and described in this RFP by checking the respondent(s)' references. An agreement will not be awarded to any respondent whose references, in the opinion of WorkplaceNL, are found to be unsatisfactory. WorkplaceNL

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reserves the right to obtain references from sources other than those provided in the proposal. WorkplaceNL reserves the sole discretion to determine whether the respondent and its professional staff have the appropriate qualifications.

WorkplaceNL is not obligated to disclose its evaluation of a proposal to any proponent or third party

Any awards made pursuant to this RFP process are subject to approval of the WorkplaceNL Board of Directors, in accordance with its authorization policies.

5.2. Presentation of Proposals

Where WorkplaceNL makes a request to one or more respondents to make a presentation, WorkplaceNL may do so without notice to any other respondent, and no respondents shall have the right to attend a presentation, except as requested by WorkplaceNL. A minimum of one week will be given to prepare for the presentation. Respondents will be responsible for all expenses incurred in preparing and delivering the presentation.

5.3. Clarification

The committee may require clarification from respondents to assist in making its evaluation.

5.4. Notice of Proposal Results

WorkplaceNL will notify both the successful and unsuccessful respondents in writing. Unsuccessful respondents will be notified following the award to the successful respondent(s).

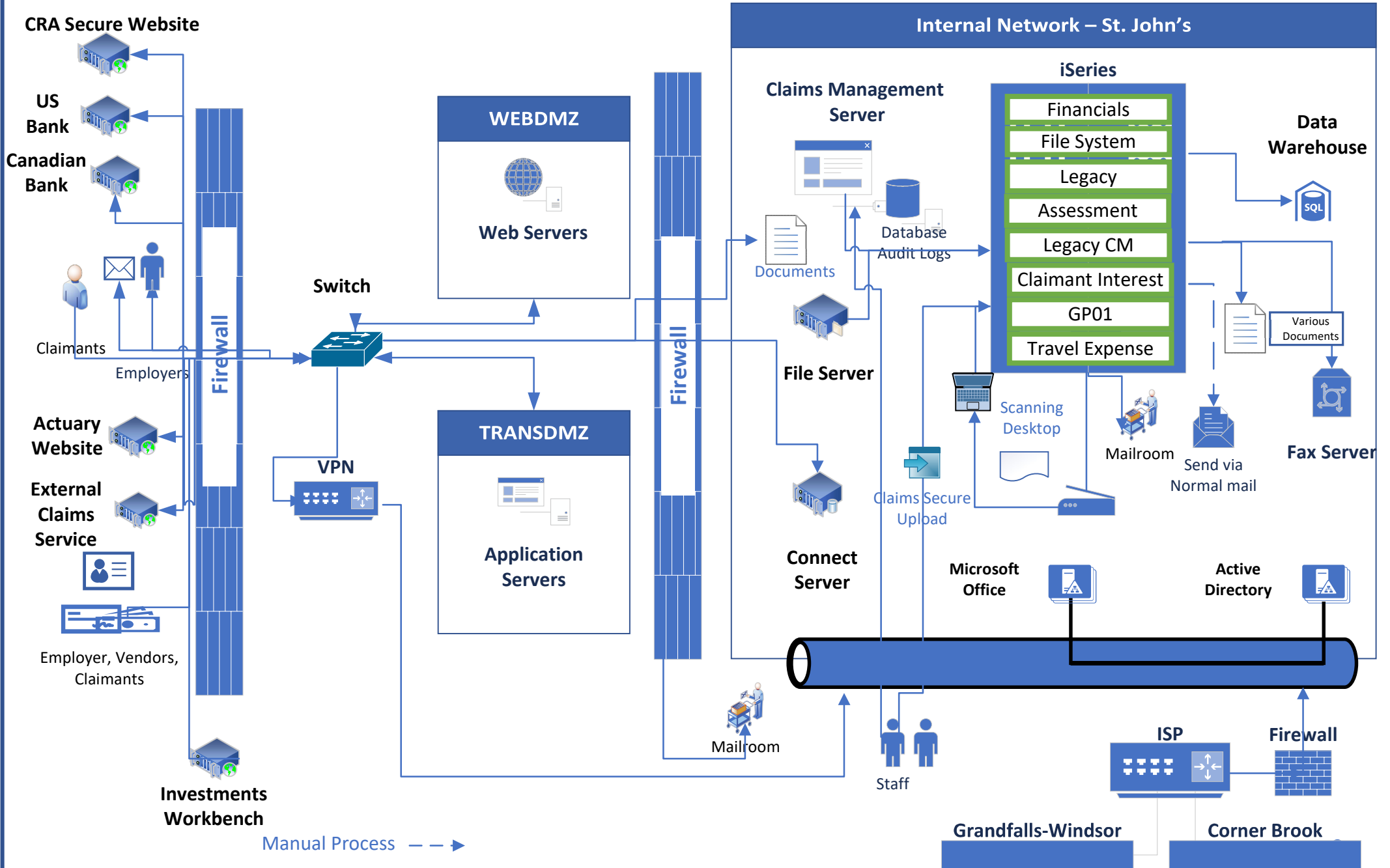
If the selected respondent(s) becomes unable or unwilling to complete the agreement, or becomes unable to provide the required services, WorkplaceNL may enter negotiations with one or more of the respondents or with any other party in order to obtain the service.

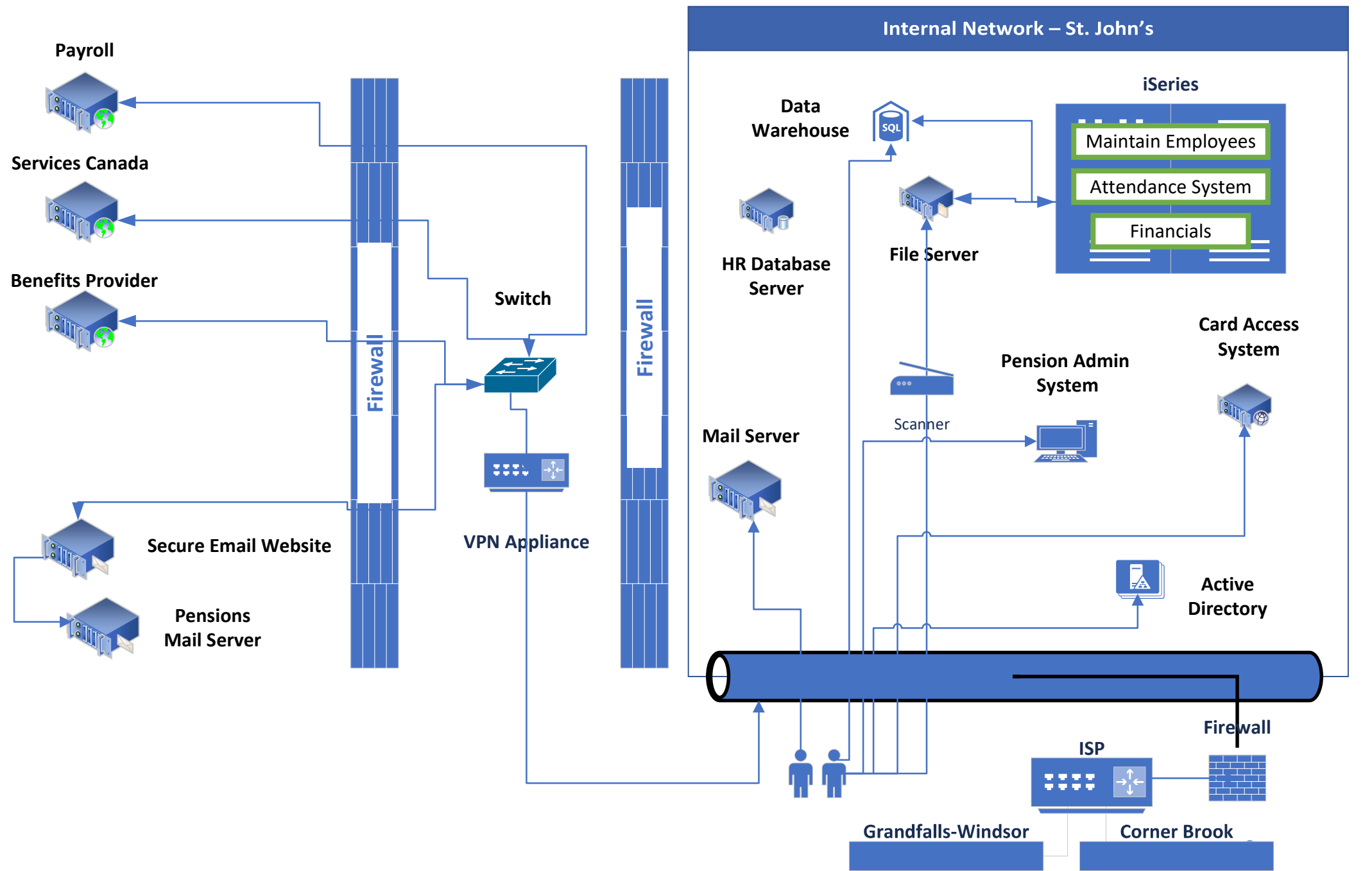
Appendix “A”

Current Systems Diagrams

- All Financial Systems
- All HR Systems

All Financial Systems





Appendix “B”

Requirements and Response Template

Instructions to Bidders:

- 1 Respondents **must** complete all required fields for **ALL** worksheets included within this Excel document.
- 2 Respondents must not alter this Response Template in any way, other than to fill in the required fields for completing the response. If comments are required, they **must** be added in the Comment field as appropriate to the template.
- 3 Respondents **must** choose one of the options provided in the drop down list for Column E in the worksheet named <ERP Proposal Evaluation-Step1>. Respondents may add explanations in the Comments columns, if required. All fields in Column E must be completed.
- 4 Respondents **must** complete **ALL** fields in the worksheet named <ERP Proposal Evaluation-Step2>.
- 5 Respondents may direct questions to the Manager of Purchasing either by upload on the RFP bid site on www.merx.com or via email: purchasing@workplacnl.ca
- 6 When complete, respondents **must** save and rename this Excel file using the following naming convention: 2019-22-P (Vendors Name, Bid Version).
- 7 Respondents may upload their completed Excel file to www.merx.com or have it delivered to WorkplaceNL at 146-148 Forest Road, St. John's, NL A1A 3B8

ERP Proposal Evaluation - Step 1
Business Process In Scope - HRM and Finance

A. Process Group	B. Process Number	C. Process Name	D. Priority	*REQUIRED FIELD* E. Degree of Fit (Degree solution meets requirement) Respondents must enter a value for ALL cells below using the drop down list.	F. Comments Additional comments related to the response in Column E must be added in the corresponding cells below.
Human Resource Management					
7.1 Develop & Manage HR Planning, Policies & Strategies	7.1.1	Develop HR Strategy	MEDIUM	OOB - Functionality is available "Out of the Box"	
	7.1.2	Develop and Implement Workforce Strategy and Policies	LOW		
	7.1.3	Monitor and Update Strategy, Plans, and Policies	LOW		
	7.1.4	Develop Competency Management Models	HIGH		
7.2 Recruit, Source & Select Employees	7.2.1	Manage Employee Requisitions	MEDIUM		
	7.2.2	Recruit/Source Candidates	VERY HIGH		
	7.2.3	Screen and Select Candidates	VERY HIGH		
	7.2.4	Manage New Hire/Re-hire	VERY HIGH		
	7.2.5	Manage Respondent Information	HIGH		
7.3 Manage Employee On-boarding, Development & Training	7.3.1	Manage Employee Orientation and Deployment	MEDIUM		
	7.3.2	Manage Employee Performance	VERY HIGH		
	7.3.3	Manage Employee Development	LOW		
	7.3.4	Develop and Train Employees	MEDIUM		
7.4 Manage Employee Relations	7.4.1	Manage Labor Relations	MEDIUM		
	7.4.2	Manage Collective Bargaining Process	LOW		
	7.4.3	Manage Labor Management Partnerships	LOW		
	7.4.4	Manage Employee Grievances	HIGH		
7.5 Reward & Retain Employees	7.5.1	Develop and Manage Reward, Recognition and Motivation Programs	MEDIUM		
	7.5.2	Manage and Administer Benefits	VERY HIGH		
	7.5.3	Manage Employee Attraction and Retention	MEDIUM		
	7.5.4	Administer Payroll	VERY HIGH		
7.6 Redeploy & Retire Employees	7.6.1	Manage Promotion and Demotion Process	MEDIUM		
	7.6.2	Manage Separation	LOW		
	7.6.3	Manage Retirement	MEDIUM		
	7.6.4	Manage Leave of Absence	VERY HIGH		
	7.6.6	Manage Workforce Scheduling	LOW		
	7.6.7	Relocate Employees and Manage Assignments	MEDIUM		
7.7 Manage Employee Information and Analytics	7.7.1	Manage Reporting Processes	HIGH		
	7.7.2	Manage Employee Inquiry Process	HIGH		
	7.7.3	Manage and Maintain Employee Data	VERY HIGH		
	7.7.4	Manage Human Resource Information Systems HRIS	MEDIUM		
	7.7.5	Develop and Manage Employee Metrics	VERY HIGH		
	7.7.6	Develop and Manage Time and Attendance Systems	VERY HIGH		
	7.7.7	Manage/Collect Employee Suggestions and Perform Employee Research	MEDIUM		
7.8 Manage Employee Communication	7.8.1	Develop Employee Communication Plan	LOW		
	7.8.2	Conduct Employee Engagement Surveys	LOW		
7.9 Deliver Employee Communications	7.9	Deliver Employee Communications	MEDIUM		
Finance, Procurement, Facilities					
Process Group	Process #	Process Name			
4.1 Plan For & Acquire Necessary Resources	4.1.1	Develop Capacity & Availability Management Strategies	MEDIUM		
	4.1.2	Manage Demand for Products and Services	MEDIUM		
4.2 Procure Materials & Services	4.2.1	Develop Sourcing Strategies	MEDIUM		
	4.2.2	Select Suppliers & Develop/Maintain Contracts	VERY HIGH		
	4.2.3	Order Materials & Services	VERY HIGH		
	4.2.4	Manage Suppliers	VERY HIGH		
9.1 Perform Planning & Management Accounting	9.1.1	Perform Planning/Budgeting/Forecasting	HIGH		
	9.1.2	Perform Cost Accounting and Control	VERY HIGH		
	9.1.3	Perform Cost Management	HIGH		
	9.1.4	Evaluate and manage Financial Performance	HIGH		

A. Process Group	B. Process Number	C. Process Name	D. Priority	<p style="text-align: center;">*REQUIRED FIELD* E. Degree of Fit (Degree solution meets requirement) Respondents must enter a value for ALL cells below using the drop down list.</p>	<p style="text-align: center;">F. Comments Additional comments related to the response in Column E must be added in the corresponding cells below.</p>
9.2 Perform Revenue Accounting	9.2.1	Process Customer Credit	VERY HIGH		
	9.2.2	Invoice Customer	VERY HIGH		
	9.2.3	Process Accounts Receivable (AR)	VERY HIGH		
	9.2.4	Manage and Process Collections	VERY HIGH		
	9.2.5	Manage and Process Adjustments/Deductions	VERY HIGH		
9.3 Perform General Accounting & Reporting	9.3.1	Manage Policies and Procedures	HIGH		
	9.3.2	Perform General Accounting	VERY HIGH		
	9.3.3	Perform Closing of General Ledger	VERY HIGH		
	9.3.4	Perform Fixed-Asset Accounting	VERY HIGH		
	9.3.5	Manage Enterprise Financial Assets	VERY HIGH		
	9.3.6	Perform Financial reporting	VERY HIGH		
9.4 Manage Fixed-Asset Project Accounting	9.4.1	Perform Capital Planning and Project Approval	HIGH		
9.4.2		Perform Capital Project Accounting	VERY HIGH		
9.5 Process Payroll	9.5.1	Report Time	VERY HIGH		
9.5.2		Manage Pay	VERY HIGH		
9.5.3		Manage and Process Payroll Taxes	VERY HIGH		
9.6 Process Accounts Payable & Expense	9.6.1	Process Accounts Payable (AP)	VERY HIGH		
9.6.2		Process Expense Reimbursements	VERY HIGH		
9.8 Manage Treasury Operations	9.8.1	Manage Treasury Policies and Procedures	HIGH		
9.8.2		Manage Cash	HIGH		
9.8.3		Manage In-House Bank Accounts	HIGH		
9.8.4		Manage Debt and Investment	HIGH		
9.8.6		Manage Financial Fraud/Dispute Cases	LOW		
9.9 Manage Internal Controls	9.9.1	Establish Internal Controls, Policies, and Procedures	VERY HIGH		
9.9.2		Operate Controls and Monitor Compliance with Internal Controls Policies and Procedures	HIGH		
9.9.3		Report on Internal Controls Compliance	HIGH		
9.10 Manage Taxes	9.10.2	Process Taxes	LOW		
10.1 Plan and Acquire Assets	10.1.2	Plan Facility	HIGH		
10.1.3		Provide Workspace and Facilities	LOW		
10.1.4		Manage Facilities Operations	MEDIUM		
10.3 Maintain Productive Assets	10.3.1	Plan Asset Maintenance	HIGH		
10.3.2		Manage Asset Maintenance	HIGH		
10.4 Dispose Assets	10.4.1	Develop Exit Strategy	LOW		
10.4.2		Decommission Productive Assets	LOW		

**ERP Proposal Evaluation - Step 2
Pricing Sheet**

RESPONDENTS MUST ENTER A VALUE FOR ALL FIELDS IN THE TABLES BELOW.

SOFTWARE & LICENSING						
Based on the proposed solution, provide annual software & licensing fees by year, indicating number of users						
	2020	2021	2022	2023	2024	Comments/Clarifications:
- Software						Specify modules included by year
- Licensing fees						Specify price per user & per user type.
- Hardware						Specify details
- Data Storage						
- One Time Costs						Specify details
Totals						

TOTAL

LABOUR						
By project phase including support window: List the resources required with Title, Name, Hourly Rate, Number of Hours Required, Cost per Phase, and Annual Cost						
	Name	Hourly Rate	Hours Required	Cost per Phase	Annual Cost	Comments/Clarifications:
Insert "Phase/Project Activity" Here						
Role Title						
Role Title						
Role Title						
Insert "Phase/Project Activity" Here						
Role Title						
Role Title						
Role Title						
Add as required						
Total						

TOTAL

TRAINING (if required)					
List training course or modules required and price per module per user					
	Cost per Course per Person	# of People	Total		Comments/Clarifications:
Course Name					
Course Name					
Course Name					
Total					

TOTAL

**ERP Proposal Evaluation - Step 2
Pricing Sheet**

RESPONDENTS MUST ENTER A VALUE FOR ALL FIELDS IN THE TABLES BELOW.

INTERFACES						
	2020	2021	2022	2023	2024	Comments/Clarifications:
Identify number of interfaces						
Total						

TOTAL

TRAVEL & RELATED EXPENSES						
List travel category and cost						
	2020	2021	2022	2023	2024	Comments/Clarifications:
Flights						
Accommodations						
Vehicle Rental / Mileage						
Other, please identify						
Total						

TOTAL

OTHER COSTS and FEES						
Please add to the list as required.						
	2020	2021	2022	2023		Comments/Clarifications:
Customization						
Report Design and Implementation						
Total						

TOTAL

TOTAL OVERALL COSTS

WorkplaceNL
2019-22-P
Enterprise Resource Planning System

Appendix “C”

Electronic Bid Submission Instructions

1. In order to be accepted electronically, submissions shall be submitted through WorkplaceNL’s posting on www.merx.com.
2. Respondents shall create a Supplier Account and be registered for this bid opportunity on www.merx.com. This will enable the respondent to download the bid opportunity, to receive addenda/addendum email notifications, download addenda/addendum, and to submit their bid electronically through the MERX website.
3. Respondents are reminded that the timing of the bid submission is based on when the bid is **received** by the bidding system, **not** when the bid is submitted by a respondent, as bid transmission can be delayed by “Internet Traffic” for any number of reasons. WorkplaceNL recommends respondents allow for ample submission time to provide for uploaded bids to be received prior to the bid closing time. Received bids after the closing time as specified in this document will not be accepted.
4. It is the responsibility of the respondent to ensure that the submissions are delivered on time. Once registered MERX will send a confirmation email to the respondent if their bid was submitted successfully. If a confirmation has not been received by the respondent it is assumed the submission was not uploaded correctly and it is the responsibility of the respondent either to reload the bid submission documents or to contact MERX to resolve any issues as it pertains to their submission.
5. To ensure receipt of the latest information and updates via email regarding this opportunity the onus is on the respondent to register with MERX creating a supplier account and sign up for notices for this opportunity.
6. Clarifications and questions received for this opportunity electronically can be submitted via the opportunity listing on www.merx.com. Questions can be submitted, and confirmation will be received to the inquiry and responses will be answered on an individual basis or collectively at the discretion of WorkplaceNL.