



Enterprise Resource Planning (ERP) Solution

Request for Proposal

Version 1.0
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1. Purpose and Background

1.1 Purpose

As part of its strategic plan, the Central Bank of The Bahamas (the Bank) has embarked on a comprehensive Information Technology (IT) modernization initiative encompassing upgrading and adopting new technology systems, platforms and software solutions to meet the current and future needs of the Bank. The Bank hereby invites qualified bidders to submit proposals for designing an Enterprise Resource Planning (ERP) system that allows the organization to use a system of integrated applications to manage its' operational activities and automate back-office functions related to financial and human resources management. The overall goal of this modernization exercise is to:

- Ensure automation and integration with existing systems utilized by the Bank in its core departments, i.e. Banking, Banking Supervision and Research.
- Increase operational efficiency by eliminating the use of worksheets and other manual tools that increases processing times and are prohibitive to end-to-end workflows.
- Improve the ability to perform and complete tasks in an automated manner and within an integrated platform.
- Implement and execute cohesive workflows within an integrated system and making redundant the need for standalone systems, processes and approvals that will introduce and sustain a paperless environment.
- Increase operational efficiency by facilitating robust security, streamlined processes, forecasting and reporting, agility, and scalability.

This RFP states the overall scope of the initiative, current technology used, outcomes desired, as well as, desired vendor qualifications, bid criteria and the evaluation process.

The Bank seeks a bidder with a proven track record of delivering the services and solution outlined herein, a demonstrated awareness of the spectrum of solutions available in the market and the capacity to manage timelines and deliverables. Other factors that shall contribute to the selection of a bidder include, but are not limited to, price, service and support, solution ease of use and integration with other applications.

Any decision to award a proposing firm shall be based on the demonstrated ability to understand and deliver the services desired by the Bank. Other factors that shall contribute to the selection of a proposing firm include, but are not limited to, price, accessibility, and a proven record of accomplishment in delivering the requested solution.



1.2 Background

The Central Bank of The Bahamas, established in 1974, has as its mission “to foster an environment of monetary stability conducive to economic development, and to ensure a stable and sound financial system”. The Bank recognizes that in order to provide “stable and sound financial systems”, that it is necessary to ensure that the information technology used to support the business is secure, reliable, and efficient.

Currently the Bank is supported by an on-premise IT infrastructure with a collection of legacy tools and applications that support the various business units of the Bank. The environment has grown in complexity and interdependencies since 1974 and the Bank now wishes to achieve an optimal IT infrastructure suitable for the Bank.

The Bank has assessed its current infrastructure to be ineffective to provide and sustain optimal service delivery to critical functions within the Bank, namely, Administration, Banking, Finance, Human Resources, Information Security and Information Technology. In recent times, it has become increasingly difficult to perform daily tasks.

The ERP system should include the following:

- Provides a Human Capital Management Suite that allows for the full execution of the respective life cycle and include the following modules:
 - Recruitment;
 - Onboarding and Termination;
 - Employee Self Service;
 - Employee Loan Management;
 - Employee Development (i.e. Talent Management and Training);
 - Performance Management; and
 - Time and Attendance and Leave Management.
- Provides a Financial Management system that allows for integration with existing platforms. The system should enable the automatic processing of all transactions; and record of journal entries in the general ledger regardless of origination. The Financial Management system should also include the following modules:
 - General Ledger;
 - Budget Development & Management;
 - Payroll;
 - Procurement;
 - Accounts Payable



- Purchase Orders
 - Online Bidding;
 - Fixed Assets; and
 - Financial Statements Preparation
- Integration with the Banking Department's applications (Montran's RTGS and CSD, Mimics, NACHA and ACH payments, and SWIFT) is imperative.

Where possible, the proposed ERP solution should allow processes to be mapped and executed cohesively end to end, ensuring that the integrity is maintained and the policies and standards of the Bank are not compromised.

Overall the ERP system must provide the following:

- A complete commercial off the shelf solution that has been successfully implemented in the last 18 months for public agencies of comparable size and that follows best practices offered by the software.
- Alignment with the functional requirements as defined in this RFP.
- A solution that requires no modification to base code, but is configurable to meet the needs of the Bank now and into the future.
- An intuitive interface and an easy learning curve to facilitate rapid adoption and minimize the need for external on-going training services.
- A system that is stable, secure and accessible and supports business processes, service delivery and transparency.
- Vendor must have an ongoing and sustainable product and corporate strategy to avoid obsolescence.
- Comprehensive library of standard reports and tools for end user ad hoc reporting and queries.
- Foster collaboration and process efficiencies between departments.
- Easy integration with other systems.

1.3 Types of Proposals

Bidders are limited to one proposal as the prime bidder. Bidders shall be allowed to collaborate with others who may be included as subcontractors on multiple proposals. The result will be one contract between the Bank and the prime bidder. The prime bidder shall be wholly responsible for meeting the requirements of the RFP, for submission of the proposal, and for performance of the entire contract. The Bank will consider the prime bidder to be the sole point of contact with regard to all contractual matters, including payment of all charges resulting from any contracts.



1.4 Contract Terms

The terms of service requested is anticipated to commence within two to four weeks of contract agreement.

1.5 Contract Award

A contract awarded by the Bank will be based upon criteria, standards, and weighting identified in this RFP as applied to the total solution proposal. Each bidder’s proposal will be considered as a whole solution, without limitation, including all hardware, software and services proposed, qualifications of the bidder and any subcontractors, and cost.

2. Schedule of Events and Definition of Terms

1.6 Schedule of Events

The following table provides the Schedule of Events for this RFP through contract execution. The contract term and work schedule set out herein represent the Bank’s best estimate of the schedule that will be followed. If a component of this schedule (such as the proposal submission deadline) is delayed, then the rest of the schedule will be adjusted as needed.

Table 3-1-1: Schedule of Events		
EVENT	DATE	TIME (EDT)
Request for Proposal Issue Date	October 2, 2019	
Deadline for Submitting Questions	October 18, 2019	4:00 pm
Deadline for Question Responses	October 26, 2019	
Proposal Submission Deadline	November 14, 2019	4:00 pm
Bidder Demonstrations	To Be Scheduled	
Notice of Intent to Award	On or about December 30, 2019	



1.7 Definition of Terms

This RFP uses the following terminology:

- “Bidder” refers to any recipient of this RFP who submits a Proposal. All references that would normally use the words Firm, Vendor, Offeror, or Bidder and Respondent, have been changed to Bidder for consistency.
- The “Central Bank” or “CBOB” or “the Bank” refers to the Central Bank of The Bahamas and includes the related entities who are seeking the services described in this RFP, the Bank’s employees, and Independent consultants and vendors retained by the Bank for this Project.
- “Commercially available” means the material or goods must be available from a Bidder that provides ongoing support, maintenance, and licensing. Shareware and public domain software are not considered commercially available.
- “Contract” or “Agreement” refers to a signed agreement for consulting services between the successful Bidder and the Bank.
- “Contractor” refers to the vendor selected as the prime bidder as a result of this RFP.
- “Disaster Recovery” refers to the ability to recover from the loss of a complete system or site, whether due to natural disaster, system failure or malicious intent. Disaster recovery strategies include replication and backup/restoration.
- “ERP” refers to Enterprise Resource Planning system.
- “EOL” refers to End of Life.
- “EOVS” refers to End of Vendor Support.
- “Must”, “mandatory” or “required” means a requirement that must be met in substantially unaltered form, for the proposal to receive consideration.
- “Project” refers to the objective of the contract, as a whole, the sum total of all elements of the contract.
- “Proposal” refers to the submission from a bidder in response to the RFP for the design, development, implementation, licensing and software maintenance of the requested Surveillance Solution.
- “RFP” refers to this Request for Proposal.
- “Services” refer to labor, resources and materials provided by the Contractor, as required to execute the Agreement.



- “Should” or “desirable” means a requirement having a significant degree of importance to the objectives of the Request for Proposal.
- “Solicitation” refers to the invitation by the Bank or proponents to submit formal quotations, bids, tenders, proposals or statements of qualifications in direct response to the invitation.
- “Subcontractor” refers to the party contracted with the prime bidder to deliver part of all of the solution and has no direct contractual relationship with the Bank.
- “Successful” or “winning bidder” means the successful proponent to this Request for Proposal who enters into a written contract with the Bank.
- “Supplier” refers to an individual, Bidder, consultant, or group awarded an agreement under a Bank solicitation invitation.

3. Proposal Instructions, Content, and Format

3.1 Proposal Inquiries

All inquiries, interpretations, or clarifications, either administrative or technical, regarding this RFP, must be requested by email no later than the date indicated in the Schedule of Events. All non-proprietary written questions will be answered in writing and conveyed to all bidders. Oral statements concerning the meaning or intent of the contents of this RFP by any person are not considered binding. Questions regarding any aspect of this RFP should be sent electronically to:

Tenders’ Committee

Central Bank of The Bahamas

Subject Line: **IT2019010 Enterprise Resource Planning Solution Request for Proposals**

Via E-Mail: tenders@centralbankbahamas.com

3.2 Delivery of Proposal

Electronic copies of the proposal must be received on November 14, 2019, at or before 4:00 pm EDT. Faxed, hardcopy or oral proposals will not be accepted and could result in disqualification.

A bidder’s failure to submit its proposal within the submission timeline will disqualify the proposal. Late proposals or amendments will not be accepted for evaluation.

All proposals submitted in response to this RFP must consist of a single electronic version of the proposal, including all required attachments (may be separate electronic



documents but clearly identified), and be accompanied by a scanned and signed transmittal letter described in [Section 3.15.2: Transmittal Letter](#). The Cost Proposal ([Section 3.15.7](#)) must be submitted as a separate electronic document.

3.3 Required Review

Bidders should carefully review this solicitation for defects and questionable or objectionable material. The Bank must receive comments concerning defects and objectionable material at least five (5) days before the proposal opening. This will allow issuance of any necessary amendments. It will also help to prevent the opening of a defective solicitation and exposure of bidders' proposals upon which award could not be made. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Bank, in writing, at least five (5) days before the time set for bid opening.

3.4 Errors and Omissions

If prior to the date fixed for submission of Proposal a bidder discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP or any of its exhibits and/or appendices, the bidder shall immediately notify the Bank of such error in writing and request modification or clarification of the document. Modifications may be made by addenda prior to the RFP response deadline. Clarifications will be given by written notice to all active bidders, without divulging the source of the request for it.

3.5 Addenda

The Bank may modify this RFP, any of its key action dates, or any of its attachments, prior to the date fixed for submission by issuance of a written addendum posted to its website. Addenda will be numbered consecutively as a suffix of the RFP Reference Number.

3.6 Amendments to Proposals

Amendments to or withdrawals of proposals will only be allowed if acceptable requests are received prior to the deadline that is set for receipt of proposals. No amendments or withdrawals will be accepted after the deadline, unless they are in response to the Bank's request.

3.7 Right of Rejection

Bidders must comply with all of the terms of the RFP and all applicable laws governing the Commonwealth of The Bahamas.



The Bank may reject any proposal that does not comply with all of the material and substantial terms, conditions, and performance requirements of the RFP.

The Bank may waive minor informalities that:

- do not affect responsiveness;
- are merely a matter of form or format;
- do not change the relative standing or otherwise prejudice other offers;
- do not change the meaning or scope of the RFP;
- are trivial, negligible, or immaterial in nature;
- do not reflect a material change in the work;
- do not constitute a substantial reservation against a requirement or provision.

The Bank reserves the right to refrain from making an award if it determines that to be in its best interest. Further, the Bank may issue a supplemental or alternative RFP, and may recanvas the market if they so wish to.

3.8 Subcontractors

Subcontractors may be used to perform work under this contract. If a Bidder intends to use subcontractors, the bidder must identify the following in the proposal:

- a. Complete name of the subcontractor;
- b. Complete address of the subcontractor;
- c. Type of work the subcontractor will be performing;
- d. Percentage of work the subcontractor will be providing;
- e. A written statement signed by each proposed subcontractor, that clearly verifies that the subcontractor agrees to the terms of this RFP and is committed to rendering the services required by the contract.

N.B. The subcontractor must also comply with Section 3.10: Bidders Certification as outlined in this document.

The substitution of one subcontractor for another may be made only at the discretion and prior written approval of the Bank. If subcontractors are used, the prime bidder retains all responsibility for full delivery of all requirements of this RFP.



3.9 Conflict of Interest

Each proposal shall include a statement in the transmittal letter indicating whether or not the bidder or any individuals working on the contract has a possible conflict of interest (e.g., employed by the Bank) and, if so, the nature of that conflict.

The Bank reserves the right to cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the integrity of the solution by the bidder. The Bank's determination regarding any questions of conflict of interest shall be final.

3.10 Bidders Certification

By signature on the proposal, bidders certify that they comply with:

- a. the laws of the Commonwealth of The Bahamas (including N.I.B. certificate, V.A.T. compliance and a valid Business License);
- b. all terms and conditions set out in this RFP;
- c. a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;
- d. the requirement that the offers will remain open and valid for at least 60 days.

If a bidder fails to comply with [a] through [d] of this paragraph, the Bank reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

3.11 Non-collusion

The bidder's signature on a proposal submitted in response to this RFP guarantees that the prices, terms and conditions, and services quoted have been established without collusion with other bidders and without effort to preclude the Bank from obtaining the best possible competitive proposal.

3.12 Disclosure of Proposal Content

All proposals and other material submitted become the property of the Bank and may be returned only at its option. All proposal information, including detailed price and cost information, will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued.

Trade secrets and other proprietary data contained in proposals may be held confidential, if the bidder requests, in writing, that the Bank does so, and if the Bank officer agrees, in writing, to do so. Material considered confidential by the bidder must



be clearly identified and the bidder must include a brief statement that sets out the reasons for confidentiality.

3.13 System Demonstrations

The Bank reserves the right to require a bidder to make system demonstrations of their proposed solutions onsite at its main office in Nassau, The Bahamas. All costs associated with a demonstration shall be borne entirely by the bidder.

3.14 Proposal Format

Vendors must organize their proposals in the following format:

- Cover Page
- Transmittal Letter
- Table of Contents
- Executive Summary (concise overview of solution proposed)
- Introduction, Bidder's Background, Experience and References
- General System Design, Functional Specifications, and Implementation Approach (including responses to questions in [Section 4.3 General Requirements and Specifications](#))
- Cost Proposal
- Draft contract with the proposal based on information in the RFP
- Copy of valid Tax Compliance Certificate
- Copy of current Business License
- Attachments

The bidder must provide a point by point technical response stating compliance or taking exception to any or all sections of this RFP and provide sufficient information to allow the Bank to evaluate the proposal. Any deviations or exceptions to the Bank's requirements should be noted. Incomplete proposals or proposals that do not comply with the Bank's stated requirements may be eliminated from the selection process at the Bank's discretion.

3.15 Proposal Content

Proposals **must** contain the following:



3.15.1 Cover Page

The first page of the bidder's proposal must be a cover page containing the following text:

**CENTRAL BANK OF THE BAHAMAS
INFORMATION TECHNOLOGY DEPARTMENT
RESPONSE TO RFP No. IT2019010
Enterprise Resource Planning Solution**

The cover page must also include the bidder's name, contact person, contact telephone number, address, bank, state, country, zip code, fax number, and e-mail address.

3.15.2 Transmittal Letter

The bidder must submit a signed transmittal letter with its response that includes the items below.

- a. Bidder's legal name and any other name under which the bidder does business; mailing address; street address (for courier mail services); name and title of individual who will sign the contract; name and title of the Bidder contact person (if different); and for each key person: direct telephone number, fax number, and e-mail address;
- b. A statement that the individual who signs the transmittal letter is authorized to commit the Bidder;
- c. A statement that the proposal is effective for a period of **sixty (60) days**;
- d. A guarantee that prices quoted in the proposal were established without collusion with other bidders and without effort to preclude the Bank from obtaining the best possible competitive price;
- e. Acknowledgement that the bidder has read this RFP and subsequent amendments;
- f. A statement indicating whether or not the bidder or any individual working on the contract has a possible conflict of interest;
- g. A statement identifying all subcontractor and joint venture partners.

3.15.3 Table of Contents

The bidder must provide a table of contents with corresponding page numbers related to its proposal.



3.15.4 Executive Summary

The Executive Summary, which must not exceed five (5) pages, must provide a concise overview of the bidder's proposed solution and services, but must exclude pricing information. Bidders are encouraged to highlight those factors that they believe distinguish their proposals from their competitors.

3.15.5 Introduction, Bidder Background, Experience and References

The bidder must provide an introduction, the background of the Bidder and details of the organization's experience with deploying similar solutions. As the Bank will evaluate qualifications of key staff proposed by the bidder, this section should include:

- a. Proposed team organization and the designation and identification of key staff;
- b. Qualification of the candidate for project manager;
- c. Qualifications of candidates for key bidder staff roles i.e. solution design architects, server and storage engineers, etc.; and
- d. References: last three implementations for this proposed solution.

3.15.6 Proposed Solution

The bidder must identify the proposed solution up to and including the following:

- a. Provide a brief solution overview of the various solution components, their release history, current release being proposed, and number of operational installations for the proposed software solution;
- b. Describe and illustrate the general system design of the proposed solution;
- c. Provide narrative on how the proposed solution addresses the requirements outlined in [Section 4: Scope of Work](#), including the specifications outlined in [Appendix C](#), [Appendix D](#) and [Appendix E](#). Include all requested narrative responses.
- d. Identify any additional features, functionality, recommended solution components or services that were not outlined in [Section 4: Scope of Work](#) but that the Bidder recommends that the Bank consider. Include a description of the features and functions of each additional proposed module;
- e. Describe the security features of the proposed solution;
- f. Describe alternative service delivery models (i.e. Software-as-a-Service, Application Service Provider, Hosted, etc.) available to the Bank and indicate how these might impact the proposed solution; and



- g. Confirm ability to conform to the requirements in [Section 4.3: Solution Functionality Requirements and Specifications](#) and the related Appendices or clearly articulate proposed alternatives.

3.15.7 Implementation Approach and Work Plan

Bidders are required to describe and their proposed implementation approach, clearly identifying each phase, the timeline proposed, roles and responsibilities to be performed by the Bidder and those to be performed by the Bank. The Bidder should clearly indicate the Bank's resource requirements needed to meet the Bidder's proposed schedule and:

- a. Describe your implementation and project management methodology and approach to ensure a successful implementation;
- b. Provide a project organization chart highlighting the key staff who will be assigned to the project. Provide names and resumes for the project manager and other key assigned resources;
- c. Provide a detailed work plan that identifies major activities, tasks, deliverables, and resources. The work plan should assume that project will kick-off within no more than 3 weeks of the approval of the contract by the Bank;
- d. Describe the roles and responsibilities of Bank staff during implementation. Include the minimal and optimal number of Bank staff members (with job category) and the expected role and level of effort during each phase of the project;
- e. Describe the roles and responsibilities of the Bank staff required to maintain and update the system during the first 5 years. Include the minimal and optimal number of Bank Staff members (with job category), the expected role and level of effort on an on-going basis;
- f. Describe your change management methodology and activities that will be performed during the implementation;
- g. Describe your user acceptance methodology and the responsibilities of Bank staff during testing;
- h. Describe your training methodology and approach; and
- i. Describe how the use of any alternative service delivery models would impact the proposed implementation approach, work plan, and Bank staff level of effort.

3.15.8 Cost Proposal

As indicated in [Section 3.2: Delivery of Proposal](#), the Cost Proposal must be separated from the remainder of the RFP response documents. The Bank seeks



a clear and comprehensive understanding of all costs associated with the acquisition, implementation and ongoing maintenance of the proposed solution. In this section, Bidders must itemize all costs inclusive of all shipping, taxes (e.g. Value Added Taxes and duties). In addition to a detailed cost breakdown, a three-year Total Cost of Ownership worksheet must be completed as part of the cost proposal. A sample of the worksheet can be found in [Section 9](#).

3.15.9 Contract Payment Details

This section should outline, among other things specific to your firm, the following terms and conditions (for further details, see [Appendix B: Pricing Worksheet](#)):

- Total contract sum (inclusive of all taxes and charges)
- Mobilization deposit
- Stage payments
- Final payment
- Retention terms

4. Scope of Work

4.1 Solution Scope

The Bank seeks proposals for a fully integrated Enterprise Resource Planning solution that will meet its core requirements out of the box with minimal modifications. The proposed scope will include software, implementation services, training, and technical support. The goal is to optimize system utilization for all users, improve response times, reduce errors, reduce manual efforts, improve analytical capabilities and improve customer service. The Bank intends to minimize its total cost of ownership without any degradation in performance and level of service and to implement a system which can remain on the upgrade path with minimal cost and business impact. The scope of the proposed solution for this RFP shall broadly encompass Finance and Human Resources.

In general, the proposer will be expected to:

- Deliver a quality and fully integrated software solution, either traditional (on premise) or cloud-based (hosted), that will meet or exceed the requirements listed in the supporting RFP attachments.
- Provide qualified and experienced project management and technical resources to advise Bank stakeholders during the analysis, design, implementation and support phases of the project.



- Provide the appropriate technical expertise to configure all related modules to make the system 100% operational.
- Provide comprehensive education and training for system operations and configuration. Education shall be provided in a hands-on environment with complete and necessary documentation and training manuals.
- Provide conversion labor to convert existing system data into the new applications. The proposer shall work with current system vendor(s) to ensure a 100% successful data conversion.
- Ensure all modules are complete, have been tested, and are ready for operation when training is complete.
- Provide follow-up training as needed, as well as dedicated support and customer service after the initial training and implementation of the system.

4.2 Current Environment Overview

The Bank's intent is to replace the current platform but the below is what we are currently operating on:

- **JD Edwards:** JD Edwards version A73PC00016, the OS is version is 6.1. Both versions are EOL and EOVS as the current platforms are 9.2 and 7.2 respectively. Backups and NOMAX replication activities for the JD Edwards platform are executed on I-Series model E4C, Serial number 10D6A7R.
- **Budgeting & Planning:** The Bank uses a web-based application for Budget Planning called IBM Cognos Planning Analytics version 2.0.
- **Lotus Notes & Domino:** IBM Lotus Notes & Domino version 8.5 is used as a workflow tool throughout the Bank. It is hosted on both iSeries and Windows-based servers.

The current desktop computer configuration includes Windows 10 and Macintosh OS X 10.5. The Bank runs primarily Windows Server, virtualized in VMware, to host its business systems. The Bank utilizes Microsoft Active Directory Services for most system and network authentication. Currently supported databases include Oracle, MySQL and Microsoft SQL Server. The Bank uses MS Exchange 2010 for all corporate email communications with plans to upgrade to Exchange 2016 by the end of the year. The Bank has a very robust network infrastructure consisting of 1Gbps hard-wired access connectivity, VLANs, QOS, multiple ISPs and unified threat management.

4.3 Overall Functional Requirements

In evaluating overall functional requirements, the Bank will consider the following:



- **Industry Standard Architecture** – The architecture will be flexible, and will be based on widely accepted standards. This will make it easier to integrate/interface the mission critical applications and other internal and external /modules. It can also improve the systems’ ability to interoperate with a number of modern technologies, such as:
 - a. Document and imaging management systems
 - b. Powerful and flexible ad hoc reporting tools
 - c. Web-based self-service functions for employees
- **High Availability** – The architecture, will need full redundancy and fail-over capabilities, and should contain no single point of failure.
- **Secure** – The system will incorporate the elements of authentication, authorization, encryption, monitoring/detection, and physical security that adhere to industry standards.
- **Web-Based Architecture** – The systems will take advantage of the integrating capabilities of the web services architecture. This will provide many users the ability to interact with the applications via a Web browser.
- **Scalable** – Scalability will be critical to support expansion and workload variability.
- **Full Integration** – The system must act as a single Enterprise Resource Planning solution with required data flowing between modules or systems as required to act as a single system. **Data that is entered once must update all applications and relevant portions of associated systems.**
- **Workflow Functionality** – Fully-integrated applications flowing data to all relevant portions of associated systems. Electronic workflow enables the specification of business rules, roles, and routings that can be used to automatically route electronic documents, such as budgets or purchase acquisition requests, to supervisors and management for notification, review, and approval.
- **Relational Database Management System** – The Bank has standardized on open standards, including ODBC and SQL for relational database technology, since it supports ready interface and integration among systems. The new system will utilize this technology and make the database accessible to the Bank.
- **Data Integrity and Validation Tools** - The system will facilitate the validation of the key parameters of address and personal identity. The system will validate address entries through integration with the system geo-database.



- **External Integration Flexibility** – The system will adhere to the use of industry standards. This will make it easier to integrate the mission critical systems and to share data with external systems.

4.4 Solution Functionality Requirements and Specifications

The Technical Specifications are listed in the following attachments to this RFP:

- Information Technology.....[Appendix C](#)
- Finance Department.....[Appendix D](#)
- Human Resources Department.....[Appendix E](#)

For each specification, bidders will be required to provide one of four standard responses. Failure to do so provide a response may cause your proposal to be considered non-compliant.

Explanations of responses should be entered into the “Comments” field. Include all these documents as part of your proposal submission.

For the purposes of response, use the following definitions of your four standard response options:

- **Compliant (C)** - Proposed system meets or exceeds the requirement.
- **Alternative Method (AM)** – The requirement is met by the proposed system but uses a method (e.g., entry screen, workflow, form[s]) that differs from that specified in the requirement. Detail the method to be used to meet the requirement.
- **Modification Required (MR)** – A modification must be provided to comply with this requirement. The requirement will be provided with the initial install of the software. Specify the modification to be made and include cost, if any, in the pricing proposal.
- **Non-Compliant (NC)** - The proposed system does not meet the requirements and will not do so within twelve months of the RFP release date.

5. Evaluation Criteria and Vendor Selection

5.1 Proposal Evaluation Weightings

Proposals will be evaluated based on the following weights (100%):

- Project Understanding and Proposed Solution – 25%



- Implementation Methodology and Approach – 20%
- Solution Cost (Implementation and Annual Recurring) – 20%
- Vendor Background, Experience & References – 15%
- Solution Support and Maintenance – 10%
- Quality, Clarity, and Responsiveness of Proposal – 5%
- Results of interviews and demonstrations – 5%

The bidder with the highest combined total points will be selected.

5.2 Rating and Scoring

Proposals will be evaluated and ranked according to the outline below. The evaluation will be based on a 0 to 10 scale. The score of each criterion will be determined by multiplying the criteria weight by the rating. The sum of all scores will be the total score.

Rating	Description
10	Exceeds expectations; Proposal clearly addresses and exceeds requirements, excellent probability of success.
8	Somewhat exceeds expectations; Proposal addresses all requirements, very good probability of success.
6	Meets expectations; Proposal addresses basic requirements, good probability of success.
4	Somewhat meets expectations; minor weakness or deficiencies, Proposal partially addresses requirements, fair probability of success.
2	Does not meet expectations or demonstrate understanding of the requirements, low probability of success.
0	Lack of response or complete misunderstanding of the requirements, no probability of success.

5.3 Planned Evaluation Steps

The Bank plans to use the following multi-tiered process:

- Initial screening; see [Section 5.3.1](#).
- Preliminary evaluation of the written proposals and reference checks.
- Final evaluation of proposals.

5.3.1 Initial Screening

The Bank will conduct an initial screening step to verify bidder compliance with submission requirements. A proposal that fails to satisfy the minimum standards



shall be considered nonresponsive and disqualified from the proposal evaluation process.

5.3.2 Evaluation of Written Proposals

The Bank will establish a Proposal Evaluation Committee composed of Bank employees and inclusive of subject matter experts to evaluate proposals received in response to this RFP.

5.3.3 Final Evaluation

The Bank will conduct final evaluations as a culmination of the entire process of reviewing bidder proposals and information gathering.

5.4 Proposal Evaluation

In evaluating the proposals submitted, the Bank will apply the "Best Value" standard based upon the criteria and standards contained in this RFP and from applying the weightings listed in [Section 5.1](#) above as well as the considerations listed below. Purchase price is not the only criteria that will be used in the evaluation process. Any award resulting from this RFP will be made to that vendor whose offer conforms to the RFP and it is determined to be the most advantageous, of "best value" to the Bank, in the sole judgment of Bank.

1. The quality and range of services the Bidder proposes to provide.
2. The extent to which the goods or services meet the Bank's needs.
3. The bidder's overall experience, reputation, expertise, stability and financial responsibility.
4. The bidder's past relationship with the Bank, if any.
5. The experience and qualifications of the staff that will be assigned to implement the solution and service the Bank's account. This should be accompanied with evidence of the relevant industry certifications.
6. The ability to provide service in an expedient and efficient manner.
7. Quality and range of management and performance reports.
8. Vendor's financial terms offered to the Bank.
9. The training options available and the supported delivery formats.
10. The total, long-term cost to the Bank to acquire the vendor's goods and services.
11. The ability to demonstrate how the solution will meet the requirements outlined.
12. Service Level Agreement (Triage and Response Times)



13. Any other relevant factor that the Bank would consider in selecting a supplier.

Reference checks will be used to refine and finalize preliminary scores.

5.4.1 Converting Costs to Points

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the methodology set out below. In the generic example below, cost is weighted as 25 percent (25%) of the overall total score.

Example - Formula Used to Convert Cost to Points

[STEP 1] - List all proposal prices

- Bidder #1 - \$140,000
- Bidder #2 - \$142,750
- Bidder #3 - \$147,500

[STEP 2] - Convert cost to points using this formula.

$$\frac{[(\text{Price of Lowest Bidder}) \times (\text{Maximum Points for Cost})]}{(\text{Cost of Each Bidder Proposal})} = \text{POINTS}$$

The RFP allotted 25% (25 points) of the total of 100 points for evaluation.

Bidder #1 receives 25 points. The reason they receive that amount is because the lowest cost proposal, in this case \$140,000, receives the maximum number of points allocated to cost, 25 points.

Bidder #2 receives 24.52 points, i.e., $\$140,000 \times 25 = 2,800,000 \div \$142,750$

Bidder #3 receives 23.73 points, i.e., $\$140,000 \times 25 = 2,800,000 \div \$147,500$

6. Standard Proposal Information

6.1 Assignment

The contractor may not transfer or assign any portion of the contract without prior written approval from the Bank.



6.2 Disputes

Any dispute arising out of this agreement will be resolved under the laws of the Commonwealth of The Bahamas. Any appeal of an administrative order or any original action to enforce any provision of this agreement or to obtain relief from or remedy in connection with this agreement may be brought only in the Supreme Court for the Commonwealth of The Bahamas.

6.3 Severability

If any provision of the contract or agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

6.4 Supplemental Terms and Conditions

Proposals must comply with [Section 3.7: Right of Rejection](#). However, if the Bank fails to identify or detect supplemental terms or conditions that conflict with those contained in this RFP or that diminishes the Bank's rights under any contract resulting from the RFP, the term(s) or condition(s) will be considered null and void.

After award of contract:

- a. If conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail.
- b. If the Bank's rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

6.5 Clarification of Offers

To determine if a proposal is reasonably susceptible for award, communications to clarify uncertainties or eliminate confusion concerning the contents of a proposal are permitted between the Bank or the Proposal Evaluation Committee and a bidder. Clarifications may not result in a material or substantive change to the proposal. The evaluation by the Bank or the Proposal Evaluation Committee may be adjusted as a result of a clarification under this section.



6.6 Discussion with Bidders

The Bank may conduct discussions with bidders for the purpose of ensuring full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or proposal identified by the Bank. Discussions will only be held with bidders who have submitted a proposal deemed reasonably susceptible for award by the Bank. Discussions, if held, will be after initial evaluation of proposals by the Proposal Evaluation Committee. If modifications are made as a result of these discussions, they will be put in writing. Following discussions, the Bank may set a time for best and final proposal submissions from those bidders with whom discussions were held. Proposals may be reevaluated after receipt of best and final proposal submissions.

If a bidder does not submit a best and final proposal or a notice of withdrawal, the bidder's immediate previous proposal is considered the bidder's best and final proposal.

Any oral modification of a proposal must be made in writing by the bidder.

Bidders with a disability needing accommodation should contact the Bank prior to the date set for discussions so that reasonable accommodation can be made.

6.7 F.O.B. Point

All goods purchased through this contract will be F.O.B. final destination. Unless specifically stated otherwise, all prices offered **must** include the delivery costs, inclusive of all taxes, shipping and duties, to the Bank's main office in Nassau, The Bahamas. The Bank will **not** be responsible for storage fees prior to installation and commissioning of the solution.

6.8 Contract Negotiation

After final evaluation, the Bank may negotiate with the bidder of the highest-ranked proposal. Negotiations, if held, shall be within the scope of the request for proposal and limited to those items, which would not have an effect on the ranking of proposals. If the highest-ranked bidder fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the Bank may terminate negotiations and negotiate with the bidder of the next highest-ranked proposal. If contract negotiations are commenced, they may be held at the Bank's main office in Nassau, The Bahamas.

If the contract negotiations take place in Nassau, The Bahamas, the bidder will be responsible for their own travel and per diem expenses.



6.9 Failure to Negotiate

If the selected bidder:

- a. fails to provide information required to begin negotiations in a timely manner.
- b. fails to negotiate in good faith.
- c. indicates they cannot perform the contract within the budgeted funds available for the project.
- d. and the Bank, after a good faith effort, simply cannot come to terms, then the Bank may terminate negotiations with the bidder initially selected and commence negotiations with the next highest-ranked bidder.

6.10 Notice of Intent to Award

After the completion of contract negotiation, the Bank will issue a written Notice of Intent to Award (NIA) to the successful and send copies to all bidders. The NIA will set out the names of all bidders and identify the proposal and supplier selected for award.

7. Standard Contract Information

7.1 Contract Approval

This RFP does not by itself obligate the Bank. The Bank's obligation will commence when the Governor of the Central Bank or the Governor's designee, in accordance with internal procedures approves the contract. Upon written notice to the Contractor, the Bank may set a different starting date for the contract. The Bank will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to the contract start date set by the Bank.

7.2 Proposals as Part of the Contract

The RFP and the successful proposal may be incorporated into the contract agreement.

7.3 Additional Terms and Conditions

The Bank reserves the right to add terms and conditions during contract negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.



7.4 Proposed Payment Procedures

The Bank will make payments based on a negotiated payment schedule. Each billing must consist of an invoice and progress report. Payment will only be made after the Bank's project manager approves the progress report and invoice. The Bank will not pay in full for hardware, software or services until received by the Bank.

7.5 Retainer

A withholding (retainer) of 15 percent (15%), will be taken off every invoice amount paid to the supplier under this contract. This accumulated balance will be paid at the end of the project, as defined in the final contract.

7.6 Contract Payment

No payment will be made until the contract is approved by the Governor of the Central Bank or the Governor's designee. Under no conditions will the Bank be liable for the payment of any interest charges associated with the cost of the contract.

The Bank is not responsible for and will not pay taxes. All costs associated with the contract must be stated in Bahamian currency.

7.7 Contract Personnel

Any change of the project team members named in the proposal must be approved by the Bank's project manager, two weeks in advance and in writing. Personnel changes that are not approved by the Bank may be grounds for the Bank to terminate the contract.

7.8 Inspection and Modification

The contractor is responsible for the completion of all work set out in the contract. All work is subject to inspection, evaluation, and approval by the Bank's project manager.

The Bank may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the contract. Should the Bank's project manager determine that corrections or modifications are necessary in order to accomplish its intent; the Bank's project manager may direct the contractor to make such changes. The contractor will not unreasonably withhold such changes.

Substantial failure of the contractor to perform the contract may cause the Bank to terminate the contract. In this event, the Bank may require the contractor to reimburse



monies paid by the Bank (based on the identified portion of unacceptable work received) and may seek associated damages.

7.9 Termination for Default

If the Bank's project manager determines that the contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, the Bank may, by providing written notice to the contractor, terminate the contractor's right to proceed with part or all of the remaining work.

7.10 Schedule Delay Penalty

The Bank will include scheduled delay penalty in this contract to assure the timely completion of all major milestones. For the purposes of this contract, the Bank and bidder will agree to a set penalty rate. If the contractor fails to complete the milestone by the scheduled date identified in the approved project plan, the Bank retains the right to assess this daily penalty for each day that each milestone is late. In the event the delays are associated with the bank's resources, the contractor will not be penalized.

7.11 Contract Changes – Unanticipated Amendments

During the course of this contract, the contractor may be required to perform additional work that is not currently included in this RFP. That work will be within the general scope of the initial contract. When additional work is required, the Bank's project manager will provide the contractor a written description of the additional work and request the contractor to submit a time schedule for accomplishing the additional work and a price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments.

The contractor will not commence additional work until the Bank's project manager has secured any required Bank approvals necessary for the amendment and issued a written contract amendment approved by the Governor of the Central Bank or the Governor's designee.

7.12 Contract Invalidation

If any provision of this contract is found to be invalid, such invalidation will not be construed to invalidate the entire contract.



8. Appendix B: Pricing Worksheet

For all available deployment models, bidders must provide an itemized listing of all hardware, software and services required to meet the specifications outlined in this request for proposal. Costs must include any and all taxes (e.g. Value Added Tax), shipping and duties. Additionally, bidders must provide a 3-year cost summary using the table displayed below.

Price Description	Non-Recurring (Base)	Recurring (Annual)	3-Yr Extended Cost
Product Costs			
Hardware Cost			
Software Licensing			
Another Licensing & Per Feature Cost			
Maintenance/Support			
Implementation Services			
Project Management			
Documentation & Training			
Additional Costs <i>(Attach description)</i>			
TOTAL			

Hardware: List, describe, and record the cost of each piece of hardware that is required.

Software: List, describe, and record the licensing, implementation, maintenance, support, and training fees associated with your proposed solution.

Documentation & Training: List, describe, and record the cost of developing/delivering the required technical, administrative and end-user documentation for the proposed solution. Please also include all training fees associated with your proposed solution.

Support/Maintenance: List, describe and record the ongoing costs associated with the maintenance, support and operation of your proposed solution.

Implementation: Describe any labor, equipment, supplies, or other costs associated with installing your proposed solution.

Project Management: If there are project management fees associated with your proposed solution, list and describe them here.

Miscellaneous: List and describe any other costs associated with your proposed solution.



9. Appendix C: Technology Technical Specifications

9.1 System-Wide Technical Specifications

Item Number		Requirements	C, AM, MR or NC	Comments
A	1	Integration across all modules in the system; enter data once, updates all records.		
A	2	Web-enabled or Web-based architecture with published open API's and browser agnostic. List of current browsers support and the version you support.		
A	3	List remote access methods supported including technologies, portals, etc.		
A	4	Role-level security to menu and screen level with ability to mask sensitive data fields, e.g. National Insurance Number, Bank Account, etc.		
A	5	Comply with best practices in data security requirements including: <ul style="list-style-type: none"> • HIPAA • PCI regulations for vendor EFT Payments 		
A	6	Single sign-on: MS Active Directory; LDAP compatible.		
A	7	Operable with VMWare vSphere. Please provide supported versions.		
A	8	Microsoft Outlook and Exchange Server integration for Email and workflow approval.		
A	9	List integration technologies, e.g. Web Services, SOA, XML, etc. Flat file not preferred.		
A	10	Indicate experience integrating and proposed method to other Bank		



Item Number		Requirements	C, AM, MR or NC	Comments
		applications and services (e.g. Web Services, API, etc.): <ul style="list-style-type: none"> • Montran RTGS • SWIFT • IBM Content Manager • Kofax Ascent Capture 		
A	11	Scan and attach PDF, JPEG, wav, MP3, TIF, etc. and MS Office files to records throughout all modules.		
A	12	Describe functions supported by mobile technology, e.g. workflow approvals, data look-up's, etc. Include what devices and mobile OS's are support (iPads vs Surface Pro, iOS vs. Android)		
A	13	Describe Web/Portal functionality for internal and external users. Preference is to publish data to the Web, interact with vendors, support online payments, etc.		
A	14	Online Readable Data Dictionary or database schema.		
A	15	Indicate tools and utilities available for data purge and archiving processes.		
A	16	Ability to use special characters (e.g. [^ ! @ # \$ % ^ & * ' ']) in notes, emails approvals, passwords, etc.		

9.2 Hardware and Networking Requirements

9.2.1 Architecture

Provide an introductory narrative of how the proposed system meets the overall objectives and functional requirements. It should cover the main features and benefits that distinguish your system. Your response should include a System Diagram that depicts the overall design as well as hardware specifications if proposing an on-premise solution.



9.2.2 Operating System and Related Software

All proposals must provide the name and version number of the proposed operating system. In addition to the operating system, the following software packages, complete with any necessary licenses, must be specified with this proposal. The bidder must state the application that is being used for each of the following:

- Desktop and server application update solution.
- Industry Standard Relational Data Base Management System.
- System and application Backup and High Availability.

9.2.3 Backup and Failover Solution

Bidders must specify the type backup and solution redundancy that it can provide. If the Bank hosts the systems the Bank will provide the backup solution as part of its standardized backup strategy. The bidder is to specify if it has a cloud-based backup solution.

9.2.4 Capacity

Bidders must specify optimal server and storage capacity for the proposed solution, if offering an on-premise solution. Performance must be able to scale to meet the Bank's anticipated growth of 5% annually for at least 5 years. Identify exceptions.

9.2.5 Upgrades and Expansion

The proposed system must operate at no more than 35% of capacity (for CPU, memory, and I/O performance). It must have the capability to have a field upgrade to projected capacity without changing the initial CPU / disk equipment or other peripherals. The server hardware must support five (5) years of transactions based upon five percent (5%) per year increase to present transaction volumes. Bidders must describe the expandability of their proposed solution in terms of processors, memory, I/O, disk drives, and peripheral devices for both the on premise and SaaS solution.

9.2.6 Server Functionality

The Bank will be responsible to provisioning all hardware based on the bidder's recommendation. Bidders must outline the required server sizing and specifications to support the application performance.



9.3 Systems Integration

9.3.1 System Integration and Network Equipment

The successful bidder will perform the following systems and network integration services in support of this project:

- Engineering and design of server and storage configurations. The successful bidder will be responsible for specifying requirements for expansion of the Bank's existing Enterprise Storage based on projected system storage requirements over the next 5 years. The Bank will acquire any additional storage required.
- Backup and High Availability Solution – Engineer and design the system's disaster recovery option utilizing either VMware and/or a Cloud-based backup and failover solution.
- Assist in the installation and configuration of all application software at all servers if implementing an on-premise solution. Deployment includes development and integration of interfaces to key external databases.
- Provide recommendations for any Wide Area Network and reconfiguration enhancements to be implemented by the Bank.
- Work with the Bank's IT Department to effect the necessary changes to the Bank's Active Directory to integrate the proposed solution.
- Provision, deploy and install of all servers required for the overall system operation.
- Implement all operating systems software and associated databases.
- Perform data conversion and migration from the Bank's existing HRIS and Financial Management solutions.

9.4 End User Equipment

9.4.1 Bar Coding

Bidders must provide specifications for compatible barcode printers and handheld readers for inventory tracking.

9.4.2 Scanners

Bidders must indicate support for Kofax Capture (version 10 and above) and Fujitsu scanners. Alternatively, please provide specifications for scanners that are compatible with the proposed system and capable of simultaneously scanning documents and reading barcodes (specified in Section 3.5.2) including:



- 8 ½ x 11-inches single workstation scanners
- 8 ½ x 11 inches high speed batch scanners
- Large form factor (minimum 36 x 48 inch) scanners



10. Appendix D: Finance Department Technical Specifications

10.1 System-Wide Technical Specifications

Item Number	Requirements	C, AM, MR or NC	Comments
B 1	All modules utilize a graphical user interface. Please indicate exceptions.		
B 2	The system provides for complete security and restrictions to access. Please outline how this is accomplished.		
B 3	System allows a single user to be in multiple modules at the same time without running multiple sessions of the application		
B 4	System must allow multiple users to be in the same module at the same time, even if another user is updating customer records and/or posting data to the General Ledger module.		
B 5	System uses Drop-Down Menu Lists or other look-up features to make sure the entry of data is consistent, and to provide validation during data entry.		
B 6	The user interface provides “drill-down” features, such as the ability to drill down from GL account to the source document that created it.		
B 7	All fields allow users to type information directly into the field. Look-up screens are optional.		
B 8	The software is inherently (does not require a third- party interface)		



Item Number	Requirements	C, AM, MR or NC	Comments
	ODBC compliant providing the ability to access data without third-party products such as Microsoft Excel, Microsoft Access, etc.		
B	9 The product is capable of running in a Windows network environment. Describe any other operating environment your proposed software will work with. In the event your software does not run on Microsoft products, explain what operating systems it does run on.		
B	10 System security allows lock-out of specific modules (no access).		
B	11 System security allows read-only access to specific modules.		
B	12 System security allows lock-out of specific menu items (no access).		
B	13 System security allows read-only access to specific menu items.		
B	14 System security allows lock-out of specific field-level items (can remove them from the screen).		
B	15 System security allows read-only access to specific field-level items (view-only on screen).		
B	16 The system should provide a management tool for work flow, so that supervisors may be automatically notified when certain steps are completed in a process.		
B	17 All reports can be previewed on the screen prior to being sent to a printer.		



Item Number	Requirements	C, AM, MR or NC	Comments
B 18	All standard reports are modifiable by the user.		
B 19	All reports include the name and title of the report, date, and time the report was produced and the date(s) the report covers.		
B 20	System has built-in report-writing tools that allows an employee with no knowledge of report-writing programs to build their own reports.		
B 21	All reports can be exported to an electronic file.		
B 22	Within all modules, provide for an on-line context sensitive documentation with table of contents, index, and keyword search capabilities with		
B 23	End user reporting tools are available within all modules to create queries and/or reports, using data from any of the fields within the systems. The interface is ODBC compliant and has the capability to transfer data to third-party applications, such as Microsoft Excel, Microsoft Access, etc.		

10.2 General Ledger

Item Number	Requirements	C, AM, MR or NC	Comments
B 24	The system accommodates the structural requirements of accounting such as maintaining multiple general ledgers,		



		appropriation, encumbrance, expenditure, revenue details, and show interface with financial support systems, which collect data from the entity's day-to- day financial activities.		
B	25	Describe Chart of Account format; number of segments and characters available. The Bank is open to modifying its current format. Current Chart is: Department/Division, Object, Subsidiary.		
B	26	The system has the capability to post to any of the months in the current fiscal year, past fiscal year, or the next fiscal year without closing any of the months of the current fiscal year.		
B	27	During all processing, the system should edit transactions to ensure that each entry is balanced and complete		
B	28	Supports up to an eighteen-digit account number. The account number must be user definable in at least four (4) components.		
B	29	Ability to maintain unlimited detailed historical financial data, i.e. actual amounts for both budgetary and financial data. This information must be available for both reports and inquiry functions.		
B	30	The system has the ability to run interim financial reports during an accounting month.		
B	31	Provides for an automated bank reconciliation process for multiple cash and bank accounts.		
B	32	Allows the user to automatically reverse a previously posted journal entry. The system also is able to re- post a journal entry after it is reversed. The system should provide a complete audit trail in the general ledger for		



		journal entry reversal and re-post by requiring a separate journal entry number or code for each reversal/re-post. This applies to both manually entered general journal entries and journal entries created internally by the system.		
B	33	Provides on-line context sensitive documentation with table of contents, index, and keyword search capabilities with bookmark and note capabilities. Provide direct access to help website to log support requests, participate in user group discussions, and download updated via secure connection.		
B	34	There is a field for a user-defined journal entry number (other than the transaction number automatically generated by the system).		
B	35	Prevents journal entries from posting to months, fiscal years, or accounting periods, which have already been closed for accepting business transactions.		
B	36	Authorized users are able to close and re-open accounting periods as necessary.		
B	37	Multiple Journal Entry types including: a. Regular b. Reversing c. Recurring d. Allocations (equal increments or by percent) e. Statistical f. Budget Adjustment g. System import or upload		
B	38	Workflow routing of Journal Entries for approval.		



10.3 Budget Development & Management

Item Number	Requirements	C, AM, MR or NC	Comments
B 39	Identify if Budget module proposed is within ERP suite or an integrated 3 rd party solution.		
	Budget worksheets and proposals are capable of including account number, account name, one or more previous year's budget amounts, one or more previous year's actual amounts, current year's actual YTD, estimated final annual amount, and current fiscal year budget in addition to the proposed budget.		
B 40	The system allows the user to create projected budgets for at least three (3) years into the future.		
B 41	System has roll-up/roll-down capabilities for all line items.		
B 42	The system provides the ability to include free form text notes at the line item, department, and fund level. These notes can be printed with budget work sheets and budget proposals at the user's discretion.		
B 43	The system has seamless export and import capabilities to and from Microsoft Excel.		
B 44	During budget development, all expenditure and revenue line items currently in use by the financial system are accessible by the budget subsystem.		
B 45	All changes to the final approved budget are input as amendments and maintained in a budget adjustment file. Any files in other subsystems or the primary financial system using budget data, will reflect these changes		
B 46	End user reporting tools are available to create queries and/or reports, using data		



		from any of the fields within the Budget system. The interface is ODBC compliant and has the capability of transferring data to third party applications Microsoft Excel, Access, etc.		
B	47	System generated alerts when nearing Budget tolerances, e.g. 10% remaining.		
B	48	Budget vs. Actual queries with or without encumbrances with drill down to source data.		
B	49	Capability of revising the budget during the year and provide an audit trail for tracking budget revisions. This audit trail should provide data for a budget adjustment date, description, adjustment amount and new budget. This system must be able to maintain the amounts in the original adopted budget, as well as the amounts for the revised or adjusted budget.		

10.4 Payroll

Item Number	Requirements	C, AM, MR or NC	Comments
B	50	Ability to define multiple earnings and deductions types and assign to General Ledger codes.	
B	51	Ability to produce an hourly or salaried payroll or a combination thereof.	
B	52	Ability to produce a supplemental payroll.	
B	53	Supports direct deposit capabilities. Prepares an ACH file for deposit into individual employee accounts. Ability for each employee to designate multiple bank accounts for direct deposit. Ability to pre-note upon initial set up of new account.	



B	54	Provides audit trail of on-line file maintenance to critical fields with operator ID, date/time, and old/new data. Track rate changes, date of change, old and new rate, and reason for change.		
B	55	Prepare employee earnings\check stub for each employee showing all earnings, deductions, leaves, with current period and year-to- date totals and accrued leave balances. Ability to reproduce an earnings stub for prior period.		
B	56	Maintains an unlimited amount of prior years' detail and totals.		
B	57	Capability of accounting for cell phone allowances, uniform allowances, car allowances, and tool allowances.		
B	58	Creates both payroll and General Ledger distribution data from same input.		
B	59	Provides for the calculation of overtime pay with user-defined parameters.		
B	60	Ability to select national insurance tax treatment of earning categories for various tax calculations.		
B	61	Provides capability for time to be entered for an employee who works temporarily in a higher pay class or position.		
B	62	Ability to accurately track workers compensation codes for each employee, including tracking employees that change positions resulting in different codes for various ranges of dates during the year.		
B	63	Allows the preparation of salary checks at any time during the pay period for terminated employees, back pay, special allowances, and other reasons.		
B	64	Provides the capability to reconstruct a previously posted payroll register, along		



		with related payroll check registers and deduction registers.		
B	65	The system is capable of facilitating time entry at any point or points during the pay period, including daily if desired.		
B	66	The system must have the ability to accommodate varied work periods used in determining hours worked.		
B	67	The system permits the entry of information concerning multiple types of leave. Accrual of leave amounts is automatic and should not require input during the time entry process.		
B	68	Supports an unlimited number of deduction codes for items such as insurance, retirement, etc. These deductions can be set up as a flat amount or a percentage of gross or other user-defined pay field.		
B	69	Ability to assign an unlimited number of deduction codes to each employee.		
B	70	Ability to designate if a deduction code is global or employee-specific for purposes on ongoing maintenance of deduction codes.		
B	71	Once a deduction code is set up, provides the ability to stop and start a deduction on an employee-by- employee basis. Year-to-date totals will be maintained.		
B	72	Ability to provide global control of what deductions are included in each payroll process.		
B	73	Ability to withhold garnishments.		
B	74	Ability to calculate deductions based on net pay.		



B	75	Provides comprehensive reporting capabilities for deductions including user-defined parameters such as range of dates (including prior years data), sorting options (alpha, employee number, by department, social security number, etc.), and deduction code(s) (options for one, multiple, all).		
B	76	Ability to calculate, track, and report (on pay stubs) current period and year-to-date paid benefits.		
B	77	Ability to accrue personal time and an unlimited number of other user-defined leave categories for each employee based on user-defined tables with leave category, length of service, and/or job classification.		
B	78	The system has the ability to track any leave category on an annual or employee anniversary basis.		
B	79	On-screen leave inquiry displays balance carried forward from previous year, current year accrual, current year taken, current year adjustments, and total hours available for each leave category.		
B	80	Ability to print leave history in summary or detail format for one employee, all employees in a department, or for all employees.		
B	81	Ability to post adjustments, with concurrent authorization, to an employee's leave balances. A history of any adjustments posted is maintained for inquiry or reporting purposes.		
B	82	The Payroll Module must interface with the General Ledger, Accounts Payable, Bank Reconciliation and Budget Management modules.		



10.5 Accounts Payable

Item Number	Requirements	C, AM, MR or NC	Comments
B	83	Ability to process credit memos on-line.	
B	84	Ability to store credit memos for each vendor.	
B	85	Route a single invoice concurrently to multiple approvers; ability to re-route or add reviewer while in process.	
B	86	Online visibility to invoice approval routing queue.	
B	87	Process multiple invoices to a Purchase Order.	
B	88	Duplicate invoice management.	
B	89	Manage retainage holdbacks on vendor Invoices.	
B	90	Manage partial payments to vendors.	
B	91	Vendor portal functionality; submit invoices, view payment status, etc.	
B	92	Ability to process credit cards	
B	93	Ability to process credit/purchase card transactions by vendor and expense line.	
B	94	At any time during data entry, inquiry, or maintenance, the system allows immediate access to vendor data and invoice history.	
B	95	Ability to automatically accept and create liabilities from Payroll	
B	96	Ability to set up pre-defined sets of accounts and corresponding descriptions for vendors with recurring type invoices that are always expensed to the same general ledger account numbers. Provides ability to distribute the invoice by percentage to the accounts or by amounts entered by the operator.	



B	97	<p>Provide a function for automated process of voiding accounts payable checks. Provides option to automatically create reversing entries in the general ledger and void the check in the check reconciliation system. When voiding a check, the system gives the user the option to leave the invoice open for payment or void the invoice automatically.</p>		
B	98	<p>The system accepts future dated entries, which will not be processed until that date is reached. These entries are maintained in the unpaid file until processed.</p>		
B	99	<p>The system provides an option to print separate checks or electronic payment for a single vendor, when needed. The system default will be to pay all invoices from a vendor with one check or electronic payment.</p>		
B	100	<p>Vendor data file must include, but not necessarily be limited to, the following:</p> <ul style="list-style-type: none"> • Vendor number. • Name. • Remittance address. • Telephone number. • Contact person (unlimited number of contacts). • E-mail addresses for all contacts. • Vendor Terms. • At least 10 user-defined fields. 		
B	101	<p>Ability to automatically calculate and take vendor discounts based upon invoice number entered and vendor terms.</p>		
B	102	<p>Provides lookup capabilities by vendor number, vendor address, or vendor name. If a portion of the vendor name is entered, the</p>		



		system displays all vendors starting with the letters entered and provide scroll and point selection of the selected vendor.		
B	103	Able to select invoices for payment based upon manual selection or automatic selection using payment dates, vendors, bank accounts, funds, invoice batches, or invoice numbers.		
B	104	Ability to print an edit report of selected items with option to make desired changes prior to processing checks.		
B	105	The system is able to handle handwritten (manual) checks and electronic funds transfer (EFTs).		
B	106	Able to flag a fixed asset at the time invoices are entered and have the system create a fixed asset record in that module.		
B	107	Able to attach or link an unlimited number of electronic files to an invoice.		
B	108	Able to scan invoices and automatically attach those scans to the invoice record or integrate with the Bank's existing document capture and content manage solution.		
B	109	Able to enter multiple invoices and multiple line items per invoice, split among an unlimited number of G/L accounts.		
B	110	The system automatically checks for duplicate payments by comparing vendor/invoice combinations to those maintained in historical files.		
B	111	The system provides on-line detail for user-defined length of time. This detail includes: <ul style="list-style-type: none"> • Vendor number. • Vendor name. • Invoice number. • Description. 		



		<ul style="list-style-type: none"> • Due date. • Adjustments and purchase orders number. • Item date. • General ledger distribution. • Amount paid. • Discount taken. • Date paid. • Check number paid. 		
B	112	An unlimited amount of history is available, with an option to purge all paid items based on the Bank’s record management plan.		
B	113	Users can look up and display a listing of all payments issued to a vendor		
B	114	All invoices, even when paid, are available for on- line review for a user-specified period of time.		
B	115	The system produces all registers and audit reports necessary to provide a complete audit trail.		
B	116	Accounts payable register includes vendor number, invoice number, vendor name, payment date, amount for each invoice, payment method (check, SWIFT, RTGS, etc.), payment identification number, payment amount.		
B	117	Provides the ability to print an AP register for any range of dates, check numbers, vendors, vendors by date, or transaction number.		
B	118	Ability to print a detailed history for specified vendor by date, including detailed description of each charge.		
B	119	Accounts payable disbursement report includes user-defined parameters that		



		include the ability to sort on all fields and print paid items within a range of payment dates. Sort sequence options include department and vendor. Choice to print general ledger distribution and totals.		
B	120	Includes electronic document management and workflow interface.		
B	121	<p>The Accounts Payable module interfaces with the following modules:</p> <ul style="list-style-type: none"> • General Ledger • Payroll • Accounts Payable • Accounts Receivable and Cash Receipting • Fixed Assets 		

10.6 Purchase Order

Item Number	Requirements	C, AM, MR or NC	Comments
B	122	Single vendor master for all integrated modules.	
B	123	<p>Vendor master file data:</p> <ul style="list-style-type: none"> • Vendor Number - system assigned or employee number • Legal name, Doing business as name • Business type – Regular, Employee, Jury, Temporary, etc. • Parent/Child • Tax ID Number • Addresses - Physical, Remit To, Ship To, Mail, etc. • Status - Active, Inactive, On Hold, etc. 	



		<ul style="list-style-type: none"> • Payment and discount terms; default to NET30 • Default General Ledger account • Insurance and Bond data • Wire Transfer information for vendor payments, protected by security • User-defined fields 		
B	124	Decentralized vendor master maintenance permissions with review and approval step before updating records.		
B	125	Functionality to prevent or correct duplicate vendors and addresses; merge utility to move duplicates and history to a single record is Important.		
B	126	View vendor history: name changes, dba, order history, etc.		
B	127	Pre-Encumber funds for a Requisition and Encumber funds for a Purchase Order; reflect in Project and Budget reporting.		
B	128	Budget verification at creation of Requisition and Purchase Order with settings for whether to warn or block.		
B	129	Capture multiple addresses on Requisition or Purchase Order; general, email, order, ship to, etc.		
B	130	Allow multiple General Ledger accounts per line item on Requisition or Purchase Orders.		
B	131	Reference Work Order, Project and/or Contract number on a Requisition and Purchase Order.		
B	132	Rules-based workflow routing for approval of Requisitions and Purchase Orders based on dollar amount, General Ledger account, department, Object Code, etc.		



B	133	Requisition and Purchase Order approvals via mobile device, tablet or web portal.		
B	134	Multiple Purchase Order types; Standard, Contract, Blanket, etc.		
B	135	Convert approved Requisition to a Purchase Order.		
B	136	Flag Purchase Order or line item as a Fixed Asset; pass through to Fixed Assets module based on account and dollar amount.		
B	137	Email Purchase Order to vendors directly from the system.		
B	138	Purchase Order Change Order processing with workflow approval and security settings.		
B	139	Describe functionality to support Bid and Quote management.		
B	140	Describe functionality to support Contract Management; create Contracts, manage payments to Contract, etc.		



10.7 Bank Reconciliation

Item Number	Requirements	C, AM, MR or NC	Comments
B	141		
B	142		
B	143		
B	144		
B	145		
B	146		
B	147		
B	148		



		<ul style="list-style-type: none"> Central Cash Collection 		
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10.8 Fixed Assets

Item Number	Requirements	C, AM, MR or NC	Comments
B 149	Integrated with Accounts Payable system to facilitate additions to the fixed assets inventory. Assets obtained from the Accounts Payable system automatically record the purchase amount, purchase date, description, vendor, invoice number, and purchase order number.		
B 150	Allows assignment of fixed assets to one or more departments		
B 151	Allows user-defined classes of fixed assets.		
B 152	Ability to attach an unlimited number of electronic files to an asset.		
B 153	Ability to scan invoices directly through the system and automatically attach those scans to the asset record.		
B 154	Acquisition method is tracked.		
B 155	Capability of bar coding or using RFID on assets for physical inventory.		
B 156	Generates depreciation amounts and post automatically to the General Ledger.		
B 157	The system has unlimited user-defined fields, with customizable labels.		
B 158	The Fixed Asset module interfaces with the General Ledger and Accounts Payable modules.		
B 159	Ability to track work in progress.		
B 160	Ability to combine multiple invoices or purchases into a single asset. Ability to segregate a single purchase into multiple assets.		



10.9 Online Bidding

Item Number	Requirements	C, AM, MR or NC	Comments
B 161	Create, publish, manage and award all solicitations types, including but not limited to: Request for Proposals (RFP), Invitations for Bid (IFB), Requests for Quotations (RFQ), and Request for Qualifications (RFQ).		
B 162	Upload individualized documents specific to a solicitation. The proposed system must support a variety of document/file types including but not limited to: .docx, .doc, .xls, .xlsx, .pdf, .jpg, .tiff, .rtf, csv and AutoCAD formats. (Bidders' proposal must identify the document types that are supported.)		
B 163	Automatically assign a bid number using a given format. The Bank must have the ability to override a bid number.		
B 164	Allow the Bank to upload attachments to the RFP. The attachments must be unlimited in size and number.		
B 165	Provide automated, electronic tracking system of bid activity and document views by each Vendor.		
B 166	Provide online question and response management tool for each solicitation. Bidders must be able to be notified and view Bank responses.		
B 167	Allow bidders to revise bids up to the bid closure date and time.		
B 168	Allow the Bank to retract a currently posted bid or cancel a bid once the bid has closed.		



B	169	Provide electronic proposal submission of sealed bids via a secure connection. Describe security features of the proposed solution.		
B	170	Bidder must digitally accept and sign terms of each document. Indicate the types of electronic signatures that are compatible with the proposed system.		
B	171	Provide an electronic receipt showing date and time of bid submission		
B	172	Seal bid until after bid closing date and time and/or notice of intent to award has been issued.		
B	173	Bank can post Notice of Award and any post-submission activity.		
B	174	Provide easy and free self-registration and self-administration for bidders. Registration information must be available to Bank Users.		
B	175	Automated, electronic notification of the release of a competitive solicitation for all vendors based on grouping. Additionally, provide automated electronic notification for any corresponding notifications, including but not limited to: addendum/changes, questions and answers, pre-award and award notifications, and notices of award.		
B	176	Provide access only via secure and encrypted web portal and authenticated login and password.		
B	177	Maintain unique username/password for each user. All procurement activity must be tracked back to the actual, identifiable user.		
B	178	Support multiple access levels and permissions within the system, e.g., read-		



		only access, read/write access, approval, etc.		
B	179	Indicate the maximum number of concurrent internal users and vendors the proposed system will allow without any impact on system performance.		
B	180	Define workflow rules and multi-tiered approval system prior to release of a solicitation.		
B	181	Bidders must be able to access the site via any of the major commercially available web browsers on any basic configuration Linux, PC or Mac computer. Provide detailed information about the client requirements of the proposed system and include information about supported web browsers, operating systems, and corresponding versions.		
B	182	Provide reports based on data field criteria. Reports may include but are not limited to award types, (single, multiple award); solicitation types, (RFQ, IFB, RFP, RFI); dollar value of award, (e.g. any over \$100,000); awards to Vendors with specific certifications; no bid report; cost savings report (budget vs. proposal vs. final award)		
B	183	Ability to export reports. Minimally, reports must be exported in .xls, .xlsx, .csv compatible formats. (Contractor's proposal must identify the document types that are supported.)		
B	184	Online Bidding System must integrate with: <ul style="list-style-type: none"> • General Ledger • Accounts Payable • Fixed Asset 		



10.10 Accounts Receivable and Cash Receipts

Item Number	Requirements	C, AM, MR or NC	Comments
B 185	Accepts any type of cash receipt		
B 186	Supports workstations with dedicated receipt/validation printers, automated cash drawers, and bar code scanners.		
B 187	The system provides the option to have more than one operator logged in to a workstation at the same time.		
B 188	Each operator can have multiple batches active in the system and the ability to update each separately.		
B 189	Import receivables from other Bank applications to generate invoices. Define how this can be accomplished.		
B 190	Support decentralized entry of invoice information with electronic approval process of invoice generated for Staff and Licensees.		
B 191	Accepts full, partial and pre-payments. Distributes partial payments received based on a user-defined formula and is able to accommodate different distribution rules for current and past due balances		
B 192	Produce monthly statements with current balance due plus accumulated interest, late fees, penalties, etc.		
B 193	Ability to turn late fee calculations on or off or override based on user security permissions.		
B 194	Run aging summary or detailed aging reports by customer or in aggregate for specific intervals, e.g. 30, 60, 90 days, etc.		



B	195	Write off uncollectible Accounts Receivable with reason code.		
B	196	Online customer portal to query account information; invoices paid, open receivables, etc.		
B	200	Cash receipts for integrated systems such as Invoicing will post to subsidiary accounts in true real- time.		
B	201	Supports an unlimited number of predefined general ledger accounts that may be debited/credited for each transaction code using category and type codes.		
B	202	Provides online account number validation for any integrated subsystems, such as the Invoicing module.		
B	203	The system never allows receipts to be deleted - they can only be voided.		
B	204	System provides a complete audit trail that shows the user name, date, time, and a description of any change. This audit trail is not editable by any user.		
B	205	Provides the ability, at any time during the day, to display a summary of all receipts processed at a cash collection workstation. Information displayed includes the operator's name (or code) and total receipts for each type of transaction (utility payments, licenses, payment, cafeteria services, etc.) and by type (cash, check, credit card, etc.). The grand total of all receipts at the workstation can be displayed as well as the total number of receipts voided.		
B	206	Supports the processing of a single payment for different types of transactions from one customer as a single		



		transaction and prints a single receipt or multiple receipts based on the types of transactions.		
B	207	Automatically prompts the operator to have the receipt printer endorse checks.		
B	208	The Accounts Receivable and Cash Receipting module interfaces with the following modules: <ul style="list-style-type: none"> • General Ledger • Bank Reconciliation • Accounts Payable 		

10.11 Project Accounting

Item Number	Requirements	C, AM, MR or NC	Comments
B	209	Project Master File Data to include: <ul style="list-style-type: none"> • Number, Name, Description • Type • Project Budget • Sub–Project, Phases, Tasks • Start and End Dates for Each Level • Status; Active, Inactive, etc. • Project Manager • User defined fields 	
B	210	Multi-level Project hierarchy with ability to report on detail or roll up; inception to date actuals and remaining budget and encumbrances. Include budget controls and ability to do future budgets.	
B	211	Define budget at Project, Sub-Project, Phase and Activity levels; annual and multi-year basis.	
B	212	Track actual expenditures and encumbrances against a Project; Purchase	



		Order, Invoice, Journal Entry, Time Entry, etc.		
B	213	Online query to display current status of Project; percent complete, percent remaining, dollars spent, dollars remaining, etc.		
B	214	Report Capital Projects by funding source, asset types and classes. Identify Grant reimbursable costs.		
B	215	Report Capital Projects by funding source, asset types and classes. Identify Grant reimbursable costs.		
B	216	Close Project; maintain and access full project ledger history and reporting.		



11. Appendix E: Human Resources Department Technical Specifications

11.1 System-Wide Technical Specifications

Item Number	Requirements	C, AM, MR or NC	Comments
C	1	All modules utilize a graphical user interface. Please indicate exceptions.	
C	2	The system provides for complete security and restrictions to access. Please outline how this is accomplished.	
C	3	System must allow multiple users to be in the same module at the same time, even if another user is updating customer records and/or posting data to the other modules.	
C	4	The user interface provides “drill-down” features.	
C	5	The drill-down features can be used without keyboard intervention.	
C	6	All fields allow users to type information directly into the field. Look-up screens are optional.	
C	7	Combo boxes or lookup screens are accessible by both a mouse click and a keyboard shortcut.	
C	8	All screens can be navigated and completed with or without the use of a mouse.	
C	9	Data entry order can be modified on all screens, and each user can have their own data entry order.	
C	10	Data used to create graphical data analysis can be easily exported in an Excel format.	
C	11	The software is inherently (does not require a third-party interface) ODBC compliant providing the ability to access	



		data with third party products such as Microsoft Excel, Microsoft Access, etc.		
C	12	The product is capable of running in a Windows network environment. Describe any other operating environments your proposed software will work with. In the event your software does not run on Microsoft products explain what operating systems it does run on.		
C	13	System security allows lock-out of specific modules (no access).		
C	14	System security allows read-only access to specific modules.		
C	15	System security allows lock-out of specific menu items (no access).		
C	16	System security allows read-only access to specific menu items.		
C	17	System security allows lock-out of specific field-level items (can remove them from the screen)		
C	18	System security allows read-only access to specific field-level items (view-only on screen).		
C	19	The system should provide a management tool for work flow, so that supervisors may be automatically notified when certain steps are completed in a process.		
C	20	All reports can be previewed on the screen prior to being sent to a printer.		
C	21	All standard reports are modifiable by the user.		
C	22	System has built-in report-writing tools that allow an employee with no knowledge of report writing programs to build their own reports.		



C	23	Built-in report-writing tools allow the user to export reports to XML datasets.		
C	24	All reports can be exported to an electronic file.		
C	25	The system supports multiple concurrent users in separate modules.		
C	26	The system supports multiple concurrent users in each individual module.		
C	27	Within all modules, provide for an on-line context sensitive documentation with table of contents, index, and key word search capabilities with bookmark and note capabilities. Provides direct access to help web site to log support requests, query knowledge base for frequently asked questions, participate in user group discussions, and download updates via secure connection.		
C	28	End user reporting tools are available within all modules to create queries and/or reports, using data from any of the fields within the systems. The interface is ODBC compliant and has the capability to transfer data to third party applications, such as Microsoft Excel, Access, etc.		
C	29	System allows for mail-merge options.		
C	30	Ability and experience in interfacing HRIS product with a SQL database.		
C	31	System has built-in audit programs and procedures.		
C	32	System allows for and tracks multiple hire and rehire dates		
C	33	System allows for and tracks multiple termination dates.		
C	34	System allows for and tracks multiple benefit dates.		



C	35	Ability to attach documents in Word, Excel, PDF, etc.		
C	36	Life-to-date history on all employee fields.		
C	37	Audit trails for all additions, updates, deletions, changes.		
C	38	Narrative history information.		
C	39	System supports electronic signatures.		

11.2 Organizational Structure

Item Number	Requirements	C, AM, MR or NC	Comments
C	40	Provides ability to export data to an organizational charting application.	
C	41	Structures the organizational chart based on the reporting relationships defined for each employee	
C	42	Provides an online organizational chart.	
C	43	Establishes new organizational departments (i.e. cost centers) without vendor professional services.	
C	44	Adds/changes organizational entities and easily transfers employees within and/or across entities or cost centers.	
C	45	Provides the ability to establish exports to create organizational charts for: departments, locations, supervisor, and pay groups, etc.	
C	46	Tracks open positions in the organization chart.	
C	47	Position control is maintained in the system and tracks: <ul style="list-style-type: none"> • headcount and full-time equivalents (FTE) associated with positions. 	



		<ul style="list-style-type: none"> multiple position assignments for an employee. calculates FTEs in multiple ways, such as by department, division, location, etc. 		
C	48	Stores unlimited history of changes recorded to the position record.		
C	49	Records information for replacement planning, indicating possible new positions for employees.		
C	50	Ability to report FTE information including vacancies, and over staffing information.		
C	51	Ability to create Pay Plan report through position control features		

11.3 Onboarding and Termination

Item Number	Requirements	C, AM, MR or NC	Comments
C	52	HR Manager and Department Heads new hire/rehire checklist ability, by position, with check-off ability as tasks are completed (i.e. offer letter has been sent and received, physical has been scheduled and completed, background check has been completed, orientation date has been set, etc.).	
C	53	Provides ability to automatically notify other areas of the organization of new hire (IT, Finance, direct supervisor, etc.).	
C	54	Provides ability to automatically notify new hire of activities they need to complete. Sends email reminders at appropriate times.	
C	55	Ability to enter new hire before start date (effective dating) and new person will not	



		appear on organizational charts, receive benefits, or pay until the effective start date.		
C	56	Enables manager self-service request for termination.		
C	57	Tracks termination by reason, date, rehire eligibility, etc.		
C	58	Termination workflow can be different based on the termination reason or other termination criteria?		
C	59	Maintains exit interview information.		
C	60	Can automatically cancel specified employee benefits upon termination based on specified dates.		
C	61	Ability to track Orientation Process and information.		
C	62	Ability to track Termination Process and completion of steps in the process.		
C	63	Generates, identifies, and tracks employees by unique employee number and/or National ID Number.		
C	64	Maintains data for all job-related details (i.e. grade, exemption status, score, salary, etc.		
C	65	Routes job/salary changes electronically for approval based on user defined approvals.		

11.4 Recruitment

Item Number	Requirements	C, AM, MR or NC	Comments
C	66	HR Manager and Department Heads new hire/rehire checklist ability, by position, with check-off ability as tasks are completed (i.e. offer letter has been sent and received, physical has been scheduled	



		and completed, background check has been completed, orientation date has been set, etc.).		
C	67	Provides ability to automatically notify other areas of the organization of new hire (IT, Finance, direct supervisor, etc.). Explain how this system can integrate with a user access provisioning solution.		
C	68	Recruiting solution offers social media integration.		
C	69	Explain how candidates are managed during the recruiting process		
C	70	Recruiting solution is capable of customizing postings to internal and external websites.		
C	71	Does recruiting solution allow for managers to directly view, comment and respond to applicants?		
C	72	Describe the ability to search applicant database base on key words or criteria.		
C	73	Human Resources or manager notes are tracked in the system.		
C	74	System allows candidates to complete an employment profile. Describe how this is accomplished.		
C	75	Candidates can apply for multiple positions.		
C	76	Candidates can upload multiple documents or scanned images during application process, such as resume, cover letter, certificates etc.		
C	77	System is able to parse data from imported resume and populate fields.		
C	78	System allows an applicant to update a previously submitted application to apply for future openings.		



C	79	System allows for an automatic email response to candidates. Describe the communication types included in the solution. Are these configurable?		
C	80	Systems allows information captured from the Recruitment module to be seamlessly updated in other modules within the HRIS.		

11.5 Benefits

Item Number	Requirements	C, AM, MR or NC	Comments
C	81	Benefit data automatically populates in the Payroll module.	
C	82	Ability to add notes.	
C	83	Provides total integration between benefits and payroll including other benefits vendors.	
C	84	Assigns different benefit packages to different groups of employees based on eligibility rules.	
C	85	Establishes benefit/deduction plans with unlimited types of options	
C	86	Updates benefit/deduction plans based on employee status changes.	
C	87	Provides for enrollment capability/data entry prior to effective date with an automatic start date.	
C	88	Allows for unique deduction specifications as determined by age, salary, etc.	
C	89	Automatically enrolls employees in required plans.	
C	90	Automatically cancels specified employee benefits upon termination or effective date.	



C	91	Tracks and maintains information for dependents and beneficiaries.		
C	92	Facilitates reporting to third-party vendors such as benefit providers (i.e. group insurance, etc.) when enrolling or terminating employees.		
C	93	Provides one screen that shows employee data (benefits at-a-glance) without having to scroll through multiple screens.		
C	94	Defines and maintains unlimited benefit/deductions for the employee and employer.		
C	95	Includes automated schedules for benefits/deductions.		
C	96	Supports benefit/deduction goals and limits.		
C	97	Recovers benefit/deduction amounts that have been put into arrears.		
C	98	Supports multiple arrear types.		
C	99	Includes defined start and stop dates for benefit/deductions.		
C	100	Processes one-time benefit/deductions.		
C	101	Supports a designated default amount for each deduction code.		
C	102	Ability to create Benefits Statements by employee.		

11.6 Open Enrollment

Item Number	Requirements	C, AM, MR or NC	Comments
C	103	System provides next-year enrollment capability while in current year	
C	104	System allows for employee self-service enrollment	
C	105	From a web-browser, HR staff can:	



		<ul style="list-style-type: none"> • Describe benefit plans and include specific plan details. • Include customized messages to employees on enrollment pages, (e.g. new benefit notifications, additional instructions, deadlines for completion ETC.). • Limit the number of dependents relationships to the employee for each benefit plan offered (e.g. employee + children selection may not have spouse on plan). • View the status of all enrollments. • Drill down into benefit groups and plans to check specific enrollment information such as a list of employees whose enrollments are completed, in progress, or not yet started. • Add or modify employee elections. • Send due date reminders using an integrated email feature. • Use a "manage paperwork" feature to track requests for additional information or paperwork is needed. • Create Internet links to benefit plan provider web sites so employee can obtain additional details to help them make informed choices. • Report and track benefits-related information and activities as they relate to new hires, benefits group changes, dependents, session 		
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		setup, employee elections, and terminations.		
C	106	Supports default benefits which can be set up for new hires.		
C	107	Supports unique enrollment dates for each benefit plan.		
C	108	Provides ability to report life event (i.e. marriage, divorce) and allow "eligible" changes to benefit elections.		
C	109	Automatically prompts "eligible" changes to benefit elections when life event change is made.		

11.7 Compliance & Reporting

Item Number	Requirements	C, AM, MR or NC	Comments
	Ability to track Unemployment Claims.		
C	Standard HR metric and reporting features for the following data: <ul style="list-style-type: none"> • Turnover including by position, department, location, time-in-position, etc. • Ability to create ad-hoc reports quickly and easily. 		

11.8 Performance Appraisal

Item Number	Requirements	C, AM, MR or NC	Comments
C	Tracks performance review status and dates (i.e. complete, incomplete).		
C	Maintains performance feedback, ratings history, and associated increase.		



C	113	Enables reporting and analysis of performance ratings for various employee groups (i.e. by job, manager, supervisor, department, and location).		
C	114	Integrates with training and succession management applications and processes (i.e. learning plans and career plans).		
C	115	Provides e-mail reminders and overdue notices throughout the process.		
C	116	Provides e-mail reminders and overdue notices throughout the process.		
C	117	Historical reviews can be accessed easily by managers or administrators.		
C	118	Review results are automatically updated for processing pay increases and reporting.		
C	119	Ability to attach or pull information from job description.		
C	120	Ability to track performance appraisals completed and submitted on time by supervisor, department, and/or location.		

11.9 Compensation

Item Number	Requirements	C, AM, MR or NC	Comments
C	121	Compensation features are integrated with HRIS and payroll functions.	
C	122	System creates and retains salary history.	
C	123	System tracks and can report on bonus pay.	
C	124	System tracks and can report on incentive pay.	
C	125	System manages separation pay and other discretionary pay.	



C	126	System allows for a pay change to be entered into the system and populated manually in all related fields.		
C	127	System provides the capability of mid-pay period salary change process.		
C	128	System allows approved users to process approvals via workflow and automatically implement increase on the effective date.		
C	129	System validates minimum and maximum salary/grade when pay is changed and provides warning messages as needed.		
C	130	Compensation modeling is available and easy to use.		
C	131	Ability to calculate retro pay based on an effective date.		
C	132	Ability to calculate two pay rates within one pay period based on actual dates.		
C	133	Ability to track bonus amounts.		
C	134	System maintains a title for each pay rate		
C	135	System maintains a title for each job code.		
C	136	System allows for multiple pay rates by employee.		

11.10 Employee Relations

Item Number	Requirements	C, AM, MR or NC	Comments
C	137	Tracks disciplinary actions including a description of the incident.	
C	138	Managers and HR staff can record the type of action taken (i.e. written warning, suspension, termination).	
C	139	Records required follow-up steps and the time frame for completion.	
C	140	Schedules review of employee responses to actions.	



C	141	Grievances can be viewed in summary format.		
C	142	Managers can drill into specific grievances.		
C	143	Tracks the date and type of grievances (i.e. inequality, unfair pay, unfair working conditions).		
C	144	Tracks final outcome of the grievance and the date it was closed.		
C	145	Ability to enter notes or attach documents.		
C	146	Progressive disciplinary actions or Performance Improvement Plans can be tracked and reported.		



11.11 Employee Development

Item Number	Requirements	C, AM, MR or NC	Comments
C	147	Tracks core competencies associated with next/future job.	
C	148	Flags employees that are recommended for a specific job.	
C	149	Managers can create a career plan based on skills, training and education.	
C	150	Tracks multiple language proficiency information including speaking, reading, and writing for each employee.	
C	151	Maintains multiple education information per employee such as schools attended, date of attendance, degrees, and course of study.	
C	152	System tracks the following data: <ul style="list-style-type: none"> • Skill codes. • Skill descriptions. • Experience levels. • Proficiency levels. • Last date skill was used. 	
C	153	Tracks employee licenses and certifications and expiration dates.	
C	154	Tracks attendance in training classes.	
C	155	Ability to provide training reports for individual employees.	
C	156	Tracks and reports tuition reimbursement information.	
C	157	Tracks core competencies associated with next/future job.	



11.12 Industrial Incidents and Safety

Item Number	Requirements	C, AM, MR or NC	Comments
C	158	Can view a summary page/window showing all incidents for an employee.	
C	159	Can view the detail of an individual employee incident including: <ul style="list-style-type: none"> • Accident, injury, or exposure itself. • Date and time of accident or injury. • Date and time of initial and follow up visits to the doctor or other required appointments. • Days away from work. • Modified/light duty offer and letter. • Days of restricted work/light duty. • Complete incident description. • Ability to add notes. • Case Number 	
C	160	Standard reports are available including: <ul style="list-style-type: none"> • Incident information. • Historical information. • OSHA reports. 	
C	161	All incident history is maintained.	

11.13 Employee Self Service

Item Number	Requirements	C, AM, MR or NC	Comments
C	162	Employees can view current benefits and related information.	
C	163	Employees can compare the cost of current benefits versus new benefit options.	
C	164	Employees can select benefit elections from a list of eligible benefits.	



C	165	Employees can keep existing benefit elections with no changes.		
C	166	Employees can modify existing benefit elections		
C	167	Employees can review, add, modify and remove dependents and beneficiaries.		
C	168	Employees can review benefit plans and summary description documents.		
C	169	Employees can link benefit plan provider Web sites for additional information to help in making informed benefit and provider choices.		
C	170	Employees can save "in progress" enrollments and then later return to modify choices, make additional elections and complete the enrollment process.		
C	171	Employees can remove a dependent.		
C	172	Employees can update address.		
C	173	Employees can change marital status.		
C	174	Employees can view Personal Leave Bank (PLB) balances.		
C	175	Managers can view and update worker's compensation incident reports.		
C	176	Managers can view direct reports titles.		
C	177	Managers can view direct reports anniversary dates.		
C	178	Managers can view direct reports pay rates.		
C	179	Managers can view direct reports performance review dates.		
C	180	Managers can view direct reports leave entitlement balances.		



11.14 Time and Attendance

Item Number	Requirements	C, AM, MR or NC	Comments
C	181	Ability to create, store and update individual employee schedules. How does the system handle predefined holidays, including floating holidays?	
C	182	Ability to request and approve time off or leaves in advance. Describe automatic email notifications, alerts, reminders, and exception reporting.	
C	183	Allows management to make changes either to the schedule or reported time.	
C	184	Ability to create an employee time off/leave calendar by group or department.	
C	185	Management can view schedules within their department and by employee.	
C	186	Ability to import schedules.	
C	187	Ability to track hours worked by day. Can the employee and approver check status of the time records (processed or not processed) for a specific time period? What are the standard methods used to capture employee hours?	
C	188	Ability to set standard hours or schedules so that employees only enter exceptions.	
C	189	Ability to require employee to associate time worked with business unit, budget code, or project number.	
C	190	Ability for managers or finance staff to establish project codes in the system as needed.	
C	191	Supports workflow approval process for leave requests initiated by employee and supervisors. Allows for multiple individuals	



		to approve time, leave and overtime electronically.		
C	192	Ability for shift leader to enter or approve overtime and unscheduled leave at the end of a shift.		
C	193	Ability to flag hours scheduled or entered in excess of 40.		
C	194	Ability to handle complex pay rules with regard to overtime and specialty pay. Does the application allow for multiple methods for calculation of overtime and double-time (i.e. premium time) based on employee type? Can the system distinguish between an employee and a temporary employee?		
C	195	Supports unlimited types of leave.		
C	196	Supports maximum duration of leave types and combined leaves (i.e. Vacation, Study, Maternity, Paternity, etc.)		
C	197	Tracks the approved date when the employee's leave is expected to start and return to work.		
C	198	Tracks and reports cumulative time taken by employee.		
C	199	Maintains leave history. What are the procedures for archiving or retaining historical information?		
C	200	Displays warning message during pay processing if time entered exceeds the leave balance.		
C	201	Leave amount can be configured to adhere to user defined carryover rules.		
C	202	System can configure leave accruals based on actual effective date even when inside a pay period time frame.		



C	203	System displays the maximum amount of leave allowed by employee.		
C	204	Leave types can be customized based on job description or job category.		
C	205	Flexible workflow approvals at multiple levels. Does the application have the capability to automatically remind employees and managers to submit and approve leave and time requests?		
C	206	Absence Management including accrual tracking		
C	207	System maintain an audit trail of any edits made.		
C	208	System allows employees to view sick and vacation time accruals, balances, etc. Explain how this is accomplished.		
C	209	System integrates with 3 rd party access control systems. Describe how the system can integrate with a newly purchased building security and access control system		