Request for Proposal

Human Capital Management (HCM) Solution

COLLEGE OF PHYSICIANS
& SURGEONS OF ALBERTA

May 16, 2023

Contents

Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking proposals to identify and select a vendor that can provide a comprehensive Human Capital Management (HCM) solution for our organization with the goal of streamlining workforce management and maximizing employee productivity. The selected vendor should provide innovative and scalable HCM solutions that can effectively manage HR processes, employee data, talent acquisition and management, performance management, time management, and payroll, while also ensuring compliance with regulatory requirements. The ultimate objective of this RFP is to select a vendor who can help provide a modern and efficient HCM solution in a cost effective manner that is configured and aligns with our organizational goals and supports our overall business strategy and migrate the data from our existing platforms

Deadline for proposals is **June 30, 2023**. Please send submissions in PDF format by email to:

Steven Leong
IT Program Analysis Manager
College of Physicians & Surgeons of Alberta
Steven.leong@cpsa.ab.ca

About CPSA

CPSA is Alberta's medical regulator and responsible for overseeing the practice of medicine in Alberta. Alberta's *Health Professions Act* (HPA) grants physicians and physician assistants the privilege of profession-led regulation, which is carried out by CPSA.

Our work to guide the medical profession ultimately protects Albertans. This work includes:

- Registering physicians, surgeons, osteopaths and physician assistants
- Supporting continuing competence and performance in practice
- Managing and resolving complaints related to physicians and physician assistants
- Contributing to public policy affecting health care delivery
- Accrediting health facilities
- Engaging in evidence-based medical regulation, research and program evaluation
- Guiding professional conduct and ethical behaviour

CPSA has a governing Council that includes physicians, public members and observers. Public members are appointed by Alberta's Lieutenant Governor, while regulated members are elected by their professional peers. Alberta's two medical school deans and student and resident medical learners also sit on Council as observers. Dr. Scott McLeod, CPSA's Registrar and Chief Executive Officer, is responsible for the day-to-day operations of CPSA and leads a team of about 155 members. Our employees are a combination of in-office, hybrid and remote workers.

To learn more about CPSA, please visit cpsa.ca.

Our Vision Professional, ethical and competent regulated members providing the highest quality care for all Albertans.

Our Mission To serve and protect all Albertans, contributing to their health and wellness, by supporting and guiding regulated members to proudly provide high-quality care together with healthcare partners and patients.

Our Strategic Directions

- **Highest Quality, Compassionate and Ethical Care** – Towards increasing the provision of excellent, regulated member care for all Albertans
- **Enhanced Partnerships –** Towards informed, engaged partners who help us provide quality care with Albertans
- **Proactive and Innovative Approach –** Towards being recognized as a leader and innovator in self-regulated professions who always strive for excellence
- **Anti-Racism and Anti-Discriminatory** – Towards becoming an anti-racism and anti-discrimination organization
- **Authentic Indigenous Connections –** Towards substantive and authentic connections and relationships that help us provide quality care in partnership with Indigenous Organizations

Project Definition

Introduction

The purpose of this project is to implement a new HCM system at CPSA to modernize and streamline our HR operations in a cost effective manner. The new system will replace our existing programs with a fully integrated HCM solution. The new system or suite of applications will support a range of HR functions, including employee data management, payroll processing, benefits administration, time management, talent acquisition and management, performance management, and learning and development.

The implementation of the new HCM system is critical to achieving our organizational goals of improving HR efficiency, enhancing workforce productivity and complying with regulatory requirements. The new system will enable us to better manage employee data, streamline HR and payroll processes and improve the overall employee experience. Additionally, the system will provide real-time access to HR data and analytics, allowing us to make informed decisions about workforce management and resource allocation.

This project will require a team of experts in HCM implementation and management, as well as key stakeholders from across the CPSA organization. CPSA's project team will work closely with the selected HCM vendor to ensure the new system is customized to meet our unique business requirements and is fully integrated with our existing systems and processes.

In summary, the implementation of the new HCM system is a critical initiative for our organization, and we are committed to ensuring its successful delivery. Through this project, we aim to improve the efficiency and effectiveness of our HR operations, enhance the employee experience and drive better business outcomes.

Project Sponsor

The Chief Information Officer of the College of Physicians & Surgeons of Alberta.

Features/Deliverables

Key features/deliverables of the project are listed below (please refer to attached appendix for expanded details):

- Implementation of the new HCM solution, along with the migration of data from existing solutions
- The proposed solution (through a single application or via a suite of multiple applications) will address the following functions:
  - Employee Records/Document Management
  - Payroll/Compliance
  - Recruitment/Applicant Tracking System (ATS)
  - Pension and Benefits Management
  - Employee on-boarding/off-boarding
  - Time off/Attendance/Absence Management
  - Staff Performance Management
  - Staff Reward and Recognition
  - Learning management/training
  - Position Management
  - Position Evaluation/Compensation Management
  - Employee self-service/mobile capability
  - Engagement Feedback/Surveys
  - Reports/Audit logs/Analytics/Predictive Analytics
- Provide UAT environment for testing and training
- Administrator/Configuration/Report training
- The solution should be designed to require minimal ongoing support as it is intended to be easily maintained by trained staff

Major Phases and Activities of the Project

Planning Phase:

- Define project scope, objectives, and goals
- Evaluate HCM software vendors and select a vendor

Design Phase:

- Map out current HR processes
- Configure HCM system settings and workflows
- Develop custom reports and dashboards
- Define user roles and access permissions
- Develop data migration and integration plans

Development Phase:

- Customize HCM software to meet business requirements
- Develop and test interfaces and integrations
- Develop training materials for end-users
- Conduct testing and quality assurance
- Conduct user acceptance testing

Deployment Phase:

- Migrate data from legacy systems to new HCM system
- Train end-users on new system
- Conduct go-live activities and cut-over to new system
- Monitor system performance and address issues
- Conduct post-implementation review and evaluation

Support and Maintenance Phase:

- Provide user training and support for new system features
- Provide ongoing support and maintenance
- Monitor system performance and identify opportunities for optimization
- Conduct periodic system upgrades and enhancements

Other Resources

A number of resources will be available to assist with the project as needed including time and expertise from CPSA's project working group made up of:

- IT Program Manager
- Advisor, People & Culture
- Administrator, Payroll & Benefits
- Advisor, Communications

Proposals

To be considered, the proposal must contain:

- A business plan outlining in sufficient detail the steps for implementing and migrating data to the new HCM solution
- An estimate (or range) of the costs associated with each phase of the work
- Timelines to complete each phase of the project
- Key contacts throughout the project and escalation paths
- Service level agreement for support post go-live
- Flexibility to expand or remove scope as required
- Appendix 1 – Detailed Features checklist

Work on the project will start November/December 2023. The chosen consultant will work closely with the IT Program Manager to choose the specific elements and processes within each phase.

Success will be a plan that:

- Lays the groundwork for CPSA's work required under the HPA
- Is understood and endorsed by the project working group
- Is compatible and complies with CPSA policies, Alberta Employment Standards, and Canada Revenue Agency rules
- Identifies key measurable outcomes that will achieve CPSA's key features/deliverables for the project
- It can be delivered in a timely fashion in a cost effective manner

The budget for the project management component is **dependent on services and the ability to meet the requirements in the most efficient way possible**.

Project completion must be no later than **September 6, 2024.**

Required Bidder Information

The following information should be included in your (your firm's) proposal to CPSA:

Firm Expertise

Describe the firm's expertise, qualifications and experience with respect to each aspect of the activities described in the project definition. Alternatively, describe the process by which you propose to select suitable individuals/firms to which you would subcontract such activities.

Firm Resources

- Describe the expertise, qualifications and experience of each person who would be providing services to CPSA, including the proposed role and biography of each individual who would be assigned to this project, including the implementation team and the on-going support team
- Include the biographies of all individuals who would be assigned to work on the project.
- Describe any project management or administrative support that would be part of the firm's services to CPSA. If any portion of the project is to be done by subcontractors, please include in the pricing information.

Pricing Information

The proposal must include a detailed description of the basis for the charging of fees and expenses associated with the project. The fees should include the implementation and the on-going costs for the subsequent five (5) years.

The proposal should also address

- Rates for any value added services/features
- Other fees charged

Conflicts of Interest

The proposal must identify any potential conflicts of interest known to the firm that may affect the provision of services to CPSA.

References

Must include three references, with a preference for similar projects and/or organizations comparable to CPSA.

Proposal Process

Schedule

May 16, 2023	RFP available for invited firms.
June 30, 2023	All proposals must be submitted to CPSA by 4 p.m. MDT on this day.
July/August 2023	Internal screening of proposals. CPSA will develop a short list of at least two firms whose references we will contact.
September 2023	Short-listed firms will present their proposals along with a demo of their system.
October 2023	Selection of the successful firm and negotiation of terms of engagement. Other short-listed firms will be notified.
November 27, 2023	The successful firm will start the project.

Proposal Requirements

Proposals must not exceed 35 pages in length, including all attachments and appendices.

Proposals are to be submitted in PDF format directly to CPSA via email, addressed to Steven Leong, IT Program Analysis Manager, at steven.leong@cpsa.ab.ca.

Selection Criteria

Proposals will be evaluated against the following criteria:

- Demonstrated expertise, qualifications and experience to meet the requirements set out in the project definition
- Demonstrated understanding of the issues facing CPSA and the environment in which it operates
- Demonstrated ability of the consultant to work cooperatively with diverse groups and individuals

Criteria	Weighting
Firm’s qualifications and experience in similar work	20%
Fees and pricing for implementation and on-going fees	30%
Quality of the proposal, including approach, timeframes and work plan. Along with scoring of capability on features listed on Appendix 1.	50%

Those firms whose proposals are selected for further consideration may be asked to make a personal presentation to the project steering committee and/or answer questions in advance of our final selection.

CPSA will not necessarily select the lowest cost proposal.

Proposal Conditions

Contingencies

This Request for Proposals (RFP) does not commit CPSA to award a contract. CPSA reserves the right to accept or reject any or all proposals or waive irregularities if CPSA determines it is in the best interest of CPSA to do so.

Acceptance or Rejection of Proposals

Proposals shall remain open, valid and subject to acceptance anytime up to six months after the proposal opening date and time. CPSA realizes that conditions other than lowest cost are important and will award contract(s) based on the proposal(s) that best meet the needs of CPSA.

Modifications

CPSA reserves the right to issue addenda or amendments to this RFP.

Proposal Submission

To be considered, all proposals must be submitted in the manner set forth in this proposal. It is the Proposer’s responsibility to ensure that its proposal arrives on or before the specified deadline.

Incurred Costs

This RFP does not commit CPSA to pay any costs incurred in the preparation of a proposal in response to this request and Proposer agrees that all costs incurred in developing its proposal are the Proposer’s responsibility.

Negotiations

CPSA may require the firms selected to participate in negotiations and to submit cost, technical or other revisions of their proposals as may result from negotiations.

Final Authority

The final authority to award contracts, as a result of this RFP, rests solely with CPSA.

Contact Information

All inquiries to be directed to the following:

Steven Leong
IT Program Analysis Manager
College of Physicians & Surgeons of Alberta
Email: steven.leong@cpsa.ab.ca

Appendix 1 – Detailed Features

Category	Feature	Expanded details of features	Able to comply	Description on how solution will address/Additional comments or Value adds
Employee records / document management	To store/track employee records	- Documents received/sent to the employee and from the employee - Create and customize folders based on different subject matter/criteria (e.g., payroll, pension, benefits, performance, etc.). No limit on number of folder or at least a significant number of folders can be created - Ability to view, download and upload documents on file. Should be able to upload/download in multiple formats (e.g., pdf, email, etc.) - Able to create permissions access for various groups (e.g., HR, Payroll, teams, working groups, employee, supervisor, manager, Department head) at the document and also folder level - Permissions access based on type of document or category (e.g., employee has access to performance reviews but not offer letters)	☐	
	Record and track of expenses	- Ability to set up a workflow for submission of expense claims and receipts (e.g., flexible benefit spending account) - Ability to store expense claims, receipts and correspondence (e.g., flexible benefit spending account) - Ability to calculate amount claimed and set limits to the total expenses submitted in a year - Ability to tie expenses submitted to payroll processing	☐	
Payroll / Compliance	Ability to process payroll	- Ability to set and change pay periods (e.g., semi-monthly, bi-weekly, etc.) - Process for different employee categories: salary, hourly, pensioners, employees with net zero pay (preference for one batch) - Ability to process "special" and off-cycle runs before or after normal pay periods	☐	

		- Ability to void payment(s) in posted payroll batch before transmitted to financial institute - Calculates pay using Alberta Employment Standards and Canada Revenue Agency legislation		
	Mid-period salary adjustments	- Ability to calculate/enter salary mid-pay period or retroactively back to a certain date (e.g., prorate salaries if an employee starts or ends employment mid-pay period)	☐	
	Manual adjustments	- Ability to manually override or adjust calculations - Ability to set up restrictions and approvers for manual changes - Ability to produce an audit report including the person who changed data, date of change	☐	
	Calculate statutory holiday eligibility/pay	- System to calculate statutory holiday eligibility/pay per Alberta employment standards for various employment types (e.g., hourly employees, employees working varied hours per week, working on different days of the week). System needs to be able to calculate without the client making manual adjustments	☐	
	Miscellaneous payments	- Allow for codes/processing of miscellaneous payments to employees (taxable and non-taxable) - Ability to set up as reoccurring or manual payments - Able to choose whether to deduct CPP, EI, Income Tax	☐	
	Deduction and benefits structure	- Allow employee deduction to be based on dollar amount or percentage amount per pay - Display non-taxable benefits on pay statements - Allow for employee benefits to be set up as taxable/non taxable - Ability to set if deductions are taken before tax, CPP and/or EI - Allow ad-hoc deductions per pay - Ability to set up benefits based on dollar amount, % amount or formula	☐	

	Pay codes	- Ability to set up unlimited custom pay codes and naming convention	☐	
	Salary and benefit cost allocation	- Ability to allocate salary and benefit costs to various departments/groups and split the costs between two or more departments/groups based on time allocation	☐	
	Time details	- Ability to create reports with time details without having to make manual entries or upload import files - Calculate up to 2 decimal places only - Calculate and report on days worked and absences within a pay period and ensure it totals the semi-monthly salary and have the time/salary breakdown visible on employee pay statement - Administrator can set up notices to be send out to various people such as leadership, supervisor, employee, payroll, or HR if an employee is not within CPSA policy	☐	
	Employee submitted taxable expenses	- Ability for employee to submit eligible taxable or non-taxable expenses for reimbursement (e.g., fitness benefit, parking benefit, etc.) - Employee can complete form/web form, upload support documentation and have it flow through the pay batch for approval - Able to set maximum allowances based on a time period and employee group and calculate pro-rated amounts - Ability for system to maintain balances and calculate if maximum is reached in pay period and therefore only process amount to maximum if claim is over amount remaining (no manual work) - Track all submissions/approvals and documentation in employee record	☐	
	Import retirement saving plan(s) deductions	- Ability to import, from an EXCEL spreadsheet, retirement savings plan(s) deduction detail for each pay period		

		- File template to match client system requirements and formats (e.g., Record Keeper - Excel & Notepad) - Notepad format: file to be in delimited text (.txt) format, use the tab character as the delimiter between fields on the records. - File must be delivered in a Windows compatible format (e.g., each record within the file must end with carriage return, line feed termination characters)	☐	
	Summary journal entries	- Able to produce an import file in EXCEL or csv that lists summary journal entries for each payroll batch. Can be imported into other 3rd party accounting software. - File needs to be compatible/follow the format of accounting software and have ability for CPSA staff to modify as the accounting needs change	☐	
	Employee pay statements	- Pay statement must include all required items as per Alberta Employment Standards - Ability to display information/amounts as per pay period and year-to-date (e.g., EI, type of pay breakdown for vacation, sick time, overtime, statutory holiday pay, etc.) - Automatically calculate employees EI hours per pay period - Ability to include additional documents with statements (e.g., notices, copies of manual calculations, etc.) - Ability to attach documents by designated employee groups (e.g., salary, hourly, pensioners, etc.) Ability to save pay statement in employee electronic file. - Ability to distribute pay statements as password protected attachments to emails to be distributed to pensioners. The passwords are unique to each individual and can be set up by the payroll team.	☐	
	Government remittances	- Calculate, summarize and generate a report that includes income tax, employee & employer CPP, employee & employer EI, Total CPP owing, Total EI owing, gross earnings, number of employees paid, total remitted and pay period	☐	

		- Government remittances and deductions are remitted to CRA when approved. Restricted access to who can initiate payment		
	T4 (employees) T4A (pensioners)	- Ability to generate/run reports based on current/previous year for specific boxes and/or pay codes (income/benefit codes) (e.g., employee name, ID, total coded to box 14 or pay codes that pertain to box 14) - Ability to calculate, produce, manually adjust or create T4, T4A, T4A-NR - Ability to code pay codes to multiple CRA boxes and code numbers - Ability to produce XML files to upload to CRA website for filing - File a copy of the T4 in the employee record - Notify Employee to check their self-service to download a copy of their T4	☐	
	T4 (non-employees paid through accounts payable)	- Non-employees are paid through client accounting software - Ability to have summary file (Excel) with designated fields (e.g., name, address, income tax, CPP, CPP exempt, indigenous exempt etc.) that will need to be imported into the payroll system to generate a T4 or a T4A-NR	☐	
	Record of Employment (ROE)	- Calculate and produce record of employment (ROE) - Ability to produce a XML extract file that can be uploaded directly to the ROE webpage - Ability to configure the system with the same reason codes for ROE - File ROE in employee record	☐	
	Compatibility /integration with other financial systems	- Work with client accounting system (e.g., Microsoft Dynamics GP) for reporting and journal entries - Ability to customize export feature to match journal entry format without setting up extra income/deduction codes - Ability to download the posting journal and detail posting	☐	

		journal reports in excel - Ability to select which fields to export data into Excel spreadsheetsIntegrate with other third-party platforms (e.g., Solver)		
Recruitment / applicant tracking system (ATS)	End to end candidate management, communication and tracking	- Requirement to upload resume and cover letter is mandatory - Candidates can reapply if they need to update resume or cover letter - Automated confirmation system for applicants, generates a confirmation number that allows the candidate to track the status of their application - Candidate does not have to create a profile to apply - Ability to track internal vs external candidates - Ability to copy candidates to more than one job posting - Administrator ability to add candidates and upload documents - Allow for third party (guest) login to be able to add candidates (e.g., staffing agency to add candidates to ATS) - Section for recruiting notes/comments on candidates - Ability to track/extract information from a candidate's resume and maintain original resume format - Ability to track communication with candidates - Tracking to follow the life cycle of a candidate - Send emails and create custom emails to candidates (possible integration with Outlook) - Automatic email sent when application is submitted, recruiter can send custom email for pre-screening, interviews, and rejection emails - Ability to make 'bulk changes' - Ability to download resumes and cover letters in pdf format - Ability to upload documents to candidate profiles, make comments on profile - Reminder/notification emails sent to applicants for interviews - Candidates have option to add comments to an open field (not a cover letter)	☐	

		- System tracks submitted resumes that do not tie to a specific job-posting for future reference (candidate bank) - Pre-populate information into system from resumes		
	Job postings	- Section for company information, terms and conditions, privacy and confidential information permitted uses, land acknowledgement, etc. - Easily create and update application forms, ability to make form fields mandatory - Ability to build and save job postings templates, and attach recruiting profiles - Ability to automatically post position to Indeed or other external job posting boards/platforms (via XML feed) - Ability to post positions as internal postings - Ability to have multiple hiring managers and recruiters assigned to a posting	☐	
	Reporting and analytics function	- Access to 'canned' reports and able to customize, create ad-hoc/customized reports (e.g., candidate sources, time to hire, applicants for each rejection reason, do not hire list, recruitment costs such as staffing agencies and posting boards, etc.)	☐	
	Customizability	- Custom changes to fields, reports, templates, export reports in multiple formats, etc. - Ability to select which fields connect between the recruitment module and HR/Payroll module (e.g., position codes from HR/Payroll module not accessible in recruitment module/separate function)	☐	
	Hiring manager access	- Hiring manager view with access to limited fields (e.g., some fields for HR purposes only, while others may be necessary for hiring manager to view) - Hiring managers able to comment on candidates, interviews and provide feedback	☐	

	ATS Integration	- Allow 'hired' candidates to be 'pushed' from recruitment module to HR/Payroll module to create employee profile - Automated notifications between departments to advise of new hires/new employee profile created	☐	
	Workflows	- Easy to set up and customize (e.g., workflows, job postings, branding, reports, etc.) - Workflows: Active job, position creation and approval, integration of information from ATS to payroll/HR module, etc.	☐	
	Candidate pipeline	- Identify high quality candidates in the ATS that were not hired previously but may be a good match at a later date (e.g., candidates interviewed but not hired) - Candidates to have 'opt in' feature to receive future communications about potential job opportunities	☐	
Employee on-boarding / off-boarding	Workflow and onboarding progress	- Able to provide "new hire" package (e.g., documents, forms, videos and links) to new hire prior to start date, have completed paperwork returned and documents added to employee file (automated), administrator to be notified when employee has taken action - Ability to drag and drop documents/forms in various formats - Notifications, tracking and assign tasks with specific information/documents based on identified client groups (e.g., tasks assigned to IT, Communications, manager, etc.) - Notifications/reminders for administrator and new hire when a task is completed/outstanding (e.g., new hire completed paperwork and sent back) - Able to include documents to workflow (e.g., new hire checklist) - Able to have multiple people to be notified of task actions either by individual employee email, assigned employee group or general department email - Keep a log of communications/documents	☐	

		- Notification of new hire details to create employee in payroll system. - Details of offer letter (job band level, step, position type such as permanent, long or short term contract, benefit eligibility) to flow through to payroll system.		
	Off-boarding	- Able to provide "departure/termination" information to employee (e.g., resignation acceptance letter) - Ability to drag and drop documents/forms in various formats - Notifications to various groups/individuals on departure with tasks (e.g., advise manager, IT, Payroll, HR, etc.) - Keep a log of communication/documents	☐	
	New hire profile	- Ability to create new hire profile prior to start date - Notify identified administrators of profile creation	☐	
	New hire package	- Ability to create/store new hire package information forms/templates in one location - Ability to have more than one version of new hire package (e.g., one for executives, one for contract, etc.)	☐	
	Create and upload "fillable" forms	- Minimal, if any, adjustments necessary to uploaded forms and fillable forms (e.g., no resizing of text boxes, signature line modifications, etc.) - Upload forms in various formats (e.g., Word, Excel, PDF) - Maintains branding or able to load branding into system	☐	
	Probationary period review	- Create probationary period review forms - Initiate probationary review process (e.g., 30, 60, 90-day reviews) - Able to future date reminders/notifications (e.g., HR sets up at employee start for the new hire and manager receive notification 2 weeks prior to XX date include: instructions for completion, deadline, form) - Notification/reminder of completed/outstanding tasks for	☐	

		both administrator, manager, and employee - Collaborative platform for manager/employee to provide feedback/comment, easily bring up for future reference, collect signatures once both parties have reviewed all comments - Create a workflow that can move back and forth between parties (same as workflow process in performance management)		
Time off / Attendance / Absence Management	Time off plans /overtime / functionality	- Ability to set time off plan maximum balances and maximum balances for carry over (monthly, semi-monthly, annually) - Set up 'black out' dates per employee and/or group (e.g., no time off for finance during year-end, 2 employees already booked time off for a specific date, so it is blocked from having other employees within the same team to book that same time) - Ability for supervisors or administrator to approve/override the blocked time off / ‘black out’ dates - Ability to set up company paid days and statutory holidays to calculate eligibility/amounts paid based on employment status (e.g., part-time hours, employees who work non-standard hours/schedules, etc.). Client provides an additional paid time off between Christmas and New Year's so the system would calculate eligibility/pay based on eligibility criteria (e.g., if the paid time is not a normal day of work for the employee, they are not eligible for the additional paid time off). Follows Alberta Labour Standards rules for statutory holidays. - Ability to automatically rollover time off plans every year per client's policies (e.g., vacation, personal time off, sick time, etc.) - Set up code to pro-rate balances based on start date and departure date - Time off entitlement based on customizable rules and manual adjustments (e.g., prorating for unpaid leaves of absence)	☐	

		- Ability to accrue time off plans at different frequencies (yearly, monthly, per pay, etc.) - Ability to restrict # of days an employee can enter for certain time offs (e.g., employee cannot enter more than 3 consecutive days of sick time) - Calculate time off plans based on various employment statuses/groups/accumulation rates (e.g., part-time, full-time, 7 hours vs 8 hours/day, short-term contract, long-term contract, etc.) - Each employee category is assigned how many weeks of vacation they accrue and when there is an increase to their vacation time. The system automatically prorates vacation based on start/termination date, if they take an unpaid leave of absence, if they work part-time, etc. - When employees book time off, the calculations for days used would exclude statutory holidays, additional company paid days and weekends - Ability to prevent non-eligible employees to book overtime - Ability to enter time off in Employees Outlook Calendar from time off entered into HCM system - Ability to send out notification of time off to multiple people (e.g., Supervisor and Department Head, employee's back-up person)		
	Time off/overtime entry	- Ability to set up time offs that are approved automatically or those that need to go through an approval process (Time is approved by supervisor and then department head). A notice is sent to the employee on whether the time off is approved or rejected - Ability for employee to enter, adjust or delete time off entries if the time off is in the future - Allow time off entries at various time formats (e.g., hours, half day, full day, etc.) - Ability to save time off requests (placeholder) and submit once official/confirmed - Employees can delete bookings that have not been approved or not yet taken in the system		

		- System able to consider "saved" (not official) time off requests and future requests for time off balances and time balances are viewable to the employee - Ability to enter, adjust or delete "saved" or time off not yet taken me off entries, not approved/finalized time off requests - Ability to calculate if an employee would have enough time available at a future date (e.g., employee has 3 days of vacation balance in January, the employee wants to book 2 weeks of vacation in August, the system would be able to calculate the employee accrual to confirm they will have enough time available in August and allows them to book the time off. The system would then account for those hours being booked off and not allow the employee to book them such as trying to book more time off in April because when the hours are already allocated to their August time off. - Ability to book time off across two calendar years in advance (e.g., employee has 3 weeks of vacation in their bank on December 1, they would like to book 10 days spanning over the end of December to beginning of January, system allows the request if the time requested has not already been allocated to a future time off request) - Employees able to submit time off without pay and system to track - Ability to allow employees to book time off when in between calendar years with the appropriate years' calculation (e.g.: in August, an employee submits a request for the last 5 days of December 2022 and first 5 days of January 2023. The December time should be deducted from their 2022 time off balance, the January time should be deducted from their 2023 balance) - Eligible employees able to submit overtime - Ability to automatically calculate and set rules for time off and overtime entries (e.g., hours worked per week and/or days worked per week) based on Alberta Employment Standards	☐	

		- Ability to view time off calendar for team / department / specified individuals.		
	Payroll Administration	- Ability to enter, adjust or delete approved time off entries on behalf of the employee with an audit trail of the change recorded - Ability to assign time off plans according to an employee's employment status (e.g., probation, permanent full time, contract, benefit groups, etc.) - Ability to reduce/modify time off accrual based on other time taken/booked - Enter standard company paid days for all employees and employee groups and calculate statutory holiday based on Alberta employment standards (e.g., to be eligible for a stat it must fall on a day that the employee is regularly scheduled to work) and parameters of the organization (e.g. organization paid time off at Christmas, to be eligible the day must fall on a day that the employee is regularly scheduled). These days are locked after each pay period and can only be changed by the Payroll Administrator(s). - Calculations for time off requests would take into account any statutory holiday or other identified time off requests when the employee is making a request (e.g., employee books the day off before and after a long weekend. They would be away for a total of 3 business days, but the system would recognize the employee should only be deducted 2 days) - Calculate and track overtime hours with the option to be banked or to be paid out as per Alberta employment standards - Ability for overtime and previously non-submitted timesheets to flow through automatically in the next pay batch after it has been approved - New hire notification to come from onboarding process. - Details from employee set up from onboarding team can be reviewed and accepted/approved by payroll.	☐	

	Time sheets	- Auto-generated reminders/notifications sent to all employees to submit outstanding timesheets or time off entries based on time parameters set by administrator (e.g., send 1 week prior to deadline date) - Timesheet submission workflow with approvals - Ability to copy supervisors on reminders so they are aware the employee has not submitted their timesheet - Salaried and/or identified groups do not have to complete timesheets	☐	
	Workflow/notifications	- Automatic notifications/reminders/reports that are sent to the employee and their supervisor/leadership if the employee has not booked off enough time in the calendar year and will not be within policy - Ability to send the notifications to multiple reporting levels on the organizational chart. Flexibility for administrator to choose the individuals/groups who should receive notifications/reminders/reports. - Approved time off requests populate the Outlook calendar of the requesting employee and supervisor groups - Ability to identify which time off plans need approval and which can be auto approved (e.g., vacation, sick, personal time) - Booked, changed or cancelled time off requests provide notification to the employee, direct supervisor and other identified groups/individuals. Ability to assign more than one individual for each notification - Overtime approval workflow - Auto-generated overtime reports to be sent to identified parties based on parameters set by administrator	☐	
Performance management	Workflow	- Create and modify workflows based on parameters of each performance program - Ability to go back and forth in a workflow (e.g., feedback - employee completes review and sent to manager to complete their portion, both parties to have a review with	☐	

		both sets of comments, employee and employer meet and updates made to the review, employee to provide signature and then sent to manager for signature, to then be sent to HR for final review and add to employee file) - Notifications and reminders to be created and sent out to various parties, able to make them reoccur and administrator to be notified when action taken by employee/manager - Able to future date the initiation of a workflow, notifications and reminders (e.g., at start of hire HR sets up workflow and reminders for 30-day, 60-day and 90-day review)		
	Customization	- Able to create and modify various performance development programs (e.g., performance evaluations, probationary period reviews, "check-ins", formal reviews, goal setting, feedback, collaboration, etc.) - Ability to create or upload fillable forms created in other software programs within minimal or no adjustments (e.g., resizing of boxes, signature lines, etc.)	☐	
	Reporting function	- Create, track and report on all data - Ability to apply filters to select which data to include in the report (e.g., employee group, start date, job band, salary range, performance rating, etc.) - Ability to report on information captured in fillable forms	☐	
	Collaboration	- Collaborative platform for manager/employee to provide feedback/comment, collect signature, easily bring up for future reference, collect signatures once both parties have reviewed all comments - Employees to be able to have access to this information through self-service - Able to create goals for each employee and/or by team/group, track, reminders, easily accessible for employee to reference in future	☐	
	Performance programs	- Ability to set up performance development/improvement		

		plans (PIP) and use a "live" platform to monitor performance, goals, tracking, manager ability to add information, reminders, deadlines, etc.	☐	
Reward & Recognition	Administration	- Ability to create/customize/administer programs - Able to recognize employees through the software (e.g., on-the-spot recognition) - Ability to host third party links - Integrate with other third-party platforms (e.g., Benefit provider, Pension Record Keeper, Solver, Dynamics GP, SharePoint) - Ability to post recognition/awards in system announcement feed	☐	
	Long-service award	- Set autogenerated reports of upcoming milestones to be sent to designated groups/individuals - Generate branded individualized message to be sent to the employee congratulating them on their milestone and options for selecting an award - Able to upload "certificate" to individualized message - Award selection to be set up as workflow for response to be sent back to administrator - Ability to notify managers of employee milestones/recognition or manager to receive notification of milestone dates	☐	
	Tracking and reporting	- Tracking of various awards/recognition in employee record - Ability to create reports based on program type, employee, employee group, department, position, cost, etc. - Ability for managers to run (not create) reports for their team/direct reports	☐	
Learning management / training	Tracking and invitations	- Record and track training taken by employee and associated costs and include this as part of the employee file - Generate, track, send invitations and reminders	☐	

	Workflow	- Allow professional development requests to be submitted through system and go through the various stages of approval/rejection, forms/documents and correspondence saved to employee file	☐	
	Software integration, training modules and third-party links	- Ability to create and deliver training modules (e.g., privacy and confidentiality training, how-tos, training for new hires, safety, etc.) - Able to integrate with other software platforms	☐	
	Reporting	- Able to report on all data (e.g., training subject matter, employee, team, costs, etc.) - Able to create and customize reports and export in various file formats	☐	
Position Management	Position Management	- Able to track/manage the lifecycle of all positions, filled and vacant positions (e.g., employees who occupied the position, vacant, position active/inactive, date of active/inactive, FTE, etc.) - Create/add job profiles - Able to export position profiles in PDF and Word formats - Able to add position profiles to employee records without having to save it outside of the system first and then upload to employee file - Able to add position profiles to job postings in recruitment module - Able to generate an audit trail showing who made the changes in the system and when	☐	
Employee self-service	Edit personal information	- Has a dashboard that is easily managed by administrator - Employees able to edit designated information (e.g., contact information, banking, emergency contacts, languages, etc.), edits to follow workflow approval - Ability to have custom optional fields (e.g., allergies/dietary restrictions, etc.) that team members can populate if needed, following workflow approval ability to generate information/documents (e.g., employment verification	☐	

		letter) from templates		
	Time off/overtime entry	- Able to submit time off requests - Able to submit overtime and select to be banked or paid out	☐	
	Workflow	- Designated administrator(s) to receive notification of any employee-initiated requests and uploaded documents - All employee-initiated edits or documents uploaded to be approved/rejected by designated administrator(s). Employee to receive confirmation message of edit approval/rejection - Any documentation from employee-initiated requests are automatically uploaded to the employee file after approval complete (e.g., direct authorization banking form) - All employee-initiated requests are to be captured in the audit log of the employee file -	☐	
	Account/overtime balances	- Able to view time off account balances in real time and future dated time off (e.g., vacation, sick, personal) - Able to view how many days of vacation entitled to per calendar year - Client administered benefit account (e.g., flexible spending account) - Able to view overtime banked and worked	☐	
	View-only access	- Ability to view/print designated fields (e.g., benefit entitlements, position, salary, T4s, time off balances, etc.) - Access permissions granted by administrator - Documents are organized by folder/subject matter	☐	
	Links/resources	- Ability to easily access links to vendor websites (e.g., Manulife, Canada Life, etc.) as well as resources for how-tos, information booklets (e.g., benefits booklet)	☐	
Mobile Capable/Mobile	Mobile access available for employees	- Mobile application available or able to access application via browser	☐	

Application				
Engagement - feedback / surveys	Surveys/questionnaires	- Create/edit/administer surveys/questionnaires for a variety of engagement components (e.g., employee engagement, benefits, stay interviews, exit interviews, etc. - Create/customize system and client templates	☐	
	Reporting/tracking	- Ability to track individual responses, send notifications/reminders, completed vs not completed - Ability to create customized reports based various criteria and formats such as Excel and PDF (e.g., by department, by employee, by date, type of survey, etc.) - Analytics to determine trends, areas of concern/improvement/success, comparisons based on time, position, manager, etc.	☐	
Reports / audits / analytics / predictive analytics	System (canned) reports	- A variety of "canned" system reports available with the capability to modify and save - All canned reports to include employee ID (unique identifier) and first/last name	☐	
	Audit trail	- Ability to maintain an audit trail of all changes made in the system, including details of changes, administrator who made changes, time stamp of changes and to be able to access a report and view at-a-glance in the system - Changes include but not limited to position, salary, dates, employment status, benefit status, name change, reporting structure, comments, etc. (ability to choose which fields to be included in the audit) - Ability to select a specific, multiple, or all changes applicable to the current need. (e.g., see an audit trail for salary adjustments only, or see audit trail for employment status and benefit status on the same report)	☐	
	Payroll and benefits reporting	- Ability to export/import data to other software (e.g., Solver data warehouse).		

		- Ability to generate .txt files for other in-house/external systems (e.g., pension demographic and contribution for client record keeper) - Ability for the system to flag or auto-generate reports based on certain criteria that will affect the employee (e.g.: reaching certain age for benefits, reaching certain number of days away for disability, etc.) - Ability to generate reports for various time intervals (e.g., weekly, bi-weekly, monthly, etc.) - Ability to save all modified/customized reports - Ability to view time off details or balances into reports (calculate true balance at any point in time, even if there are future bookings)	☐	
	Statements (compensation/pension/ad hoc)	- Ability to post statements for employees to view their information and receive an automated notification when they have a new document to view - Compensation statement - extract data into a form to display all employee wages and benefits, based on current or previous years, as well as ability to compare one year to another year - Annual pension statement - ability to have extra fields or repurpose fields in system that can be used to import data on an Excel Spreadsheet to populate annual pension statements.	☐	
	Custom reporting	- Ability to customize reporting with any data and various parameters (e.g., running a report to see who has 3+ consecutive sick days, 3 months before contract end dates, vacation carryovers, etc.). - Wide range of flexibility to modify data and parameters to generate specific reports - Ability to generate, download/export multiple file types for reports (Excel, PDF, CSV, Word) - Reporting should be easy to do, intuitive, on-demand and user friendly (no coding/script required/minimal need for vendor support)	☐	

		- Ability to have scheduled, auto-generated reports on customized intervals or dates (e.g., after each pay period, etc.) - Ability to set reports to generate on a schedule, without vendor support - Ability to send auto-generated reports on an automated schedule to assigned employees - Ability to report on ANY data fields within a single report (i.e., should be able to run a report that includes all modules (e.g., payroll, time off, benefits, etc.) - Ability to categorize report templates (e.g., by subject matter or module) and published reports into folders, and make them inactive/active - Data export capability from system to other reporting tools (e.g., GP Dynamics, Excel, Solver, Pension RecordKeeper, etc.) - Customization can be performed easily by administrators with minimal need to request changes from vendor		