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TO:	All Bidders	FROM:	Sally Alvarez de Schreiner Chief, Procurement Services Section
DATE:	14 November 2024	REF.:	RFP 2024-0169/HASAN
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SUBJECT: **RFP 2024-0169/HASAN – SAP SuccessFactors Implementation Services.**

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Dear Bidders,


In reference to the request for proposal (RFP) No. 2024-0169/HASAN concerning “SAP SuccessFactors Implementation Services”:

- Please find attached Clarifications No .1 to questions raised by interested bidders.
- The **Terms of Reference and Format of Financial Proposal** documents part of the RFP are hereby replaced with the attached amended version (Rev. 12 Nov 2024) (revisions are in track changes and highlighted in yellow for ease of reference).
- The **deadline for the submission of proposal is hereby extended** from Monday 18 November 2024 to Monday **25 November 2024, 17:00 hours, Vienna (Austria) local time.**

Please take all the above into account in the preparation and submission of your proposal.

We are looking forward to receiving your proposal prior to the extended submission deadline of **Monday 25 November 2024 17:00 hours, Vienna (Austria) local time.**

Sincerely,

  
Sally Alvarez de Schreiner  
Chief, Procurement Services Section

**Attachments:**

1. *Questions and Answers – Clarifications No. 1*
2. *Annex B- Terms of Reference Rev. 12 Nov 2024*
3. *Attachment 3- Price Response Form Rev. 12 Nov 2024*

## RFP 2024-0169 - SAP SuccessFactors Implementation Services

### Clarification No. 1

SL	Question	Answer
1	<p>Reading the RFP document, we have a question related to Payroll item. In several parts of the RFP Payroll is mention, but in some cases looks like we need to integrate with current payroll system, in other parts of the document looks like is part of the implementation, and in other only mention (Education grant, Rental subsidy and Travel).</p> <ul style="list-style-type: none"> <li>• Page 4 point 2.1 Phase 1: “Assessment and Detailed Blueprint Design” <ul style="list-style-type: none"> <li>○ Item “ Propose an innovative technical approach for developing a new payroll system into the “To Be” business processes</li> </ul> </li> <li>• Page 5 point 2.1.1: Milestone 1 <ul style="list-style-type: none"> <li>○ System Integration and Interface Management plan: Payroll</li> </ul> </li> <li>• Page 6 Point 2.2: Phase 2: SAP SuccessFactors Implementation <ul style="list-style-type: none"> <li>○ SuccessFactors Employee Central, Payroll, and Service Centre including mobile App</li> <li>○ The Contractor shall propose a better technical approach for upgrading and integrating the existing NPO payroll solution including activation/development of an education grant solution for the Commission where a new payroll system development is not considered feasible.</li> </ul> </li> <li>• Page 12: Other HR requirements <ul style="list-style-type: none"> <li>○ Payroll</li> <li>Education grant</li> <li>Rental subsidy</li> <li>Travel</li> </ul> </li> </ul>	<p>Kindly find attached a revised Annex B “Terms of Reference” and RFP Attachment 3-“Price Response Form” which are updated to reflect payroll build as an optional call-off requirement</p>
2	<p>We recommend splitting the phases into at least two iterations, each consisting of a Blueprint phase, Configuration phase, followed by Blueprint Detailing, and concluding with the Configuration Completion. This agile approach is expected to take about 12 weeks. Are we authorized to proceed with this approach?</p>	<p>Yes, this would be acceptable. Bidders shall include their proposed approach in their proposal.</p>
3	<p>What are the:</p> <ul style="list-style-type: none"> <li>• Number of employees in scope?</li> </ul>	<ul style="list-style-type: none"> <li>• Currently 370 employees</li> <li>• One legal entity</li> </ul>

	<ul style="list-style-type: none"> <li>• Number of legal entities?</li> <li>• Maturity of their HR processes. Are they already defined, or do they need to be defined from scratch?</li> </ul>	<ul style="list-style-type: none"> <li>• Maturity level to be determined during the business process assessment/workshops.</li> </ul>
4	<p>Is Qualtrics part of the implementation. It is mentioned in: Page 7 : 2.3 Phase 3: Employee Lifecycle Management :</p> <ul style="list-style-type: none"> <li>- The Contractor shall implement within the existing HR portal and or employee work zone from phase one:</li> <li>- Employee Engagement processes</li> <li>- Employee Lifecycle Management (Qualtrics EmployeeXM)</li> </ul>	Correct, Qualtrics is part of the implementation
5	Can the Contractor rely on the fact that the documents, records, or other materials made available to it do not infringe any copyrights or other rights of third parties?	Kindly refer to Annex A “General Conditions of Contract”, in particular, Articles 12 (Confidentiality) and 16 (Intellectual Property Rights)
6	Are we correct in assuming that the deliverable of the contractor is not intended to be made available to third parties for an economic decision?	Yes, that is correct
7	Are we correct in assuming that the Contractor, despite the granting of an exclusive right of use, continues to retain the intellectual property rights to the data, software, samples, aids, tools, models, systems and other methods and expertise (including the improvements developed or the knowledge acquired in the course of the provision of the Services)?	Kindly refer to Clause 24 (Software License) of the Model Contract and Article 16 (Intellectual Property Rights) of Annex A “General Conditions of Contract”
8	Does the client agree to not pursue conciliation and that the ordinary court procedure will be applied?	Kindly refer to Annex A “General Conditions of Contract” Articles 23 (Amicable Settlement), 24 (Arbitration) and 25 (Privileges and Immunities)
9	To our knowledge, no personal data is required for the present services. In view of the requirement of data economy (Art. 5 DSGVO) and in the interest of both contracting parties, the client should therefore ensure that the contractor does not receive any personal data. Are we correct in assuming that in this case the signing of a commissioned processing agreement is also obsolete?	Please refer to Annex A “General Conditions of Contract”, Articles 12 (Confidentiality) and 43 (Data Protection)
10	Are we correct in assuming that the client will not refuse to agree to the exchange of employees if they meet stipulated requirements and an exchange is necessary for operational reasons?	Kindly refer to Annex A “General Conditions of Contract” Articles 6 (Contractor’s Responsibility for Employees) and 7 (Assignment of Personnel)

11	[...] Are we correct in assuming that information of the customer can be entered into these [contractor's and their selected external providers] systems and that this does not constitute a breach of the duty of confidentiality pursuant to the tender documents?	<p>Please refer to the provisions in Annex A “General Conditions of Contract, Articles 4 (Subcontracting), 12 (Confidentiality) and 25 (Privileges and Immunities) and 43 (Data Protection).</p> <p>As per solicitation requirements, services must be provided from CTBTO States Signatories, which list is found under <a href="https://www.ctbto.org/our-mission/states-signatories">https://www.ctbto.org/our-mission/states-signatories</a></p>
12	Does the client agree that the liability is limited (also for gross) negligence? We take the liberty of suggesting a standard limitation of liability, which, for example, limits liability in cases of gross and slight negligence which do not exceed the double total yearly remuneration.	Kindly review Annex A “General Conditions of Contract” Articles 17-22.
13	The Contractor is subject to statutory and regulatory retention and documentation obligations. In order to fulfill these legal obligations, is the Supplier permitted to keep a copy of data/information provided to it for documentation purposes?	<p>Kindly refer to Annex A “General Conditions of Contract” Articles 12 (“Confidentiality”) and 43 (“Data Protection”).</p> <p>The contractor must return all documentation and information to the Commission upon conclusion of the contract. Operationally, protocols will need to be in place properly controlling and providing an audit trail on information the implementing partner will have access to protect Commission data</p>
14	Which integrations are required? Could you please provide a full list.	Please see revised Annex B- Terms of Reference Point 2.4 (marked in red) for details
15	Does data migration extraction & transformation of the legacy system tasks need support from contractor site?	The contractor will be responsible for all data migration associated with the project
16	Did you also license the SAP Analytics Cloud?	Yes
17	Which middleware solution is going to be used?	CPI
18	Any plans for S/4 Hana Migration in near future?	Any ERP is possible
19	Can the services be implemented from India? (does not belong to CTBT!)	<p>No.</p> <p>Services must be provided from CTBTO States Signatories. List of state signatories is available under <a href="https://www.ctbto.org/our-mission/states-signatories">https://www.ctbto.org/our-mission/states-signatories</a></p>
20	Will the existing SAP ECC remediation also be in scope?	No, only as it pertains to the delivery of project
21	Is Travel part of the scope? (Concur?)	Travel module is excluded from this RFP

22	Were there any feasibility projects / workshops in the past to ensure that SuccessFactors can cover all required features and functions? e.g. UNJSPF integration	UNJSPF interface is standard functionality from SAP
23	RFP p. 48 / Section 2.2. "IX. Integration and configuration with SuccessFactors Machine Learning and AI algorithms" - could you please specify the scope and for which modules you need this?	Out of the box Machine Learning and AI provision for SAP SuccessFactors
24	Who should conduct system testing? CTBTO or implementation partner? Will you provide staff or should we?	Both the implementation partner and CTBTO will be jointly responsible for testing. The implementation is solely responsible for all technical testing – regression, unit, and UAT
25	In which extent / form do you expect training materials? (TTT slides, videos, step-by-step guides,...)	Step-by-step guides with possible to accept videos as well. Please go through the Terms of Reference for full details on training
26	Is there already a plan with whom and when to implement the new ERP? Which solution will it be?	No ERP solution is defined yet
27	Are there any other organizational requirements/regulations we need to comply to during the implementation? (e.g. regulatory requirements, guidelines for implementation, documentation, quality assurance, risk management etc.)	Successful contractor will be briefed on this, if relevant. Please review the Model Contract and Annex A “General Conditions of Contract” attached with the solicitation package
28	Could you please further specify the requirements for the requested BTP apps?	None for now but it is required that the successful contractor will be responsible for all development work associated with the project
29	Is the ITIL certification required for all project staff or project manager only	Only the Project Manager is required to hold a valid ITIL certification. This certificate should be clearly specified in the technical proposal
30	Does the work involve only professional services or do the licenses for the required SAP products also need to be quoted?	Only implementation services as specified in the RFP
31	Can you confirm that SAP SuccessFactors, SAP Workzone and Qualtrics should be considered in the project scope? Are other SAP and non-SAP products to be considered?	SAP SuccessFactors, SAP Workzone and Qualtrics are within scope
32	On SAP ECC 6.0, is the SAP Time Management module currently implemented and used?	No
33	On which systems is Travel Management (booking, request and expenses) currently managed?	Travel Module is not under the scope of the RFP

	If so, within the scope of the project is it expected to replace the current SAP Time Management module on ECC 6.0 with the SuccessFactors Time and Attendance Management module?	Flextime is the current time management system and yes SuccessFactors Time and Attendance Management module is under the scope of this RFP
34	In the to be design, will the Employee Central SuccessFactors module become the master system for CTBO master data or will the master system for master data remain SAP ECC?	Employee Central will become the master system for CTBTO
35	Does the client also intend to implement the SuccessFactors Workforce Analytics module?	Yes
36	Does the customer already have SAP licenses to use the BTP-Business Technology Platform services for any custom developments for integrations in case the standard is not sufficient?	No
37	Does the customer already have SAP Analytic Cloud licenses that could be used for advanced reporting and dashboards? L'utilizzo di SAP Analytic Cloud è nel perimetro di progetto o è considerato out of scope?	Yes CTBTO has SAP Analytic Cloud licenses and is within scope of this RFP.
38	In paragraph 2.2 Phase 2: SAP SuccessFactors Implementation, does "interactive portal" mean the solution to be developed entirely on SAP Workzone?	As applicable; this will be determined during the business process assessment/workshops
39	For how many employees should the HR solution be implemented? For how many countries in the world? For what types of employees? How many HR Process Owners and Key Users are there per process (or module)?	One country and currently around 370 employees. Details on the employees/users/owners will be shared with the successful contractor if relevant during the assessment/blueprint phase
40	Is EC Payroll is part of implementation and is going to replace the existing payroll module?	Please see response 1 above - Kindly find attached a revised Annex B ToR which are updated to reflect the Payroll module as an optional p call-off requirement. The changes are marked in red in revised Annex B.
41	If SAP ECC is future master database system, what will be the scope of data migration from ECC to SAP Successfactors.	SAP SuccessFactors will become the system of record for HR data
42	Number of templates required to be implemented for following -- 1. Performance form 2. Requisition form 3. Offer Letter 4. Letters (appx)	To be assessed during the assessment/blueprint phase
43	Is there any requirement to for language other than English?	No

44	Regarding the requirement to conduct user training using the ‘Train-the-Trainer’ approach, how many trainers will need to be trained, and what professional roles do they hold within the organization?	The successful contractor will be briefed on it, if relevant to be assessed during the assessment/blueprint phase
45	Concerning the “ELIGIBILITY, QUALIFICATION AND EXPERIENCE” section of your ToRs, we may not be able to retrieve client signed references for a minimum of three completed projects due to the fact that clients rarely provide an attestation at project completion. Would other suitable evidence be accepted (e.g. Purchase Orders) ?	References must be obtained and provided as part of the technical proposal. This can also be in the form of list of clients that the Commission may refer to verify these past successful projects and related supplier’s performance
46	<p>Reference of SuccessFactors (Recruitment and Performance) has been mentioned in existing SAP ERP systems landscape. Phase 2 SuccessFactors implementation scope has reference to renovation of existing Successfactors recruitment &amp; Performance and Goals system. Please provide response to the below questions;</p> <p>Renovation essentially means enabling SAP standard productized integration between SuccessFactors Employee Central and Employee profile (this involves Decommissioning of existing integration of HR mini-master data from SAP ECC to SuccessFactors Employee Profile). Please confirm if this understanding is correct</p>	Renovation in the case means re-implementation of the existing modules in line with the results the assessment workshop
47	<p>Reference of SuccessFactors (Recruitment and Performance) has been mentioned in existing SAP ERP systems landscape. Phase 2 SuccessFactors implementation scope has reference to renovation of existing Successfactors recruitment &amp; Performance and Goals system. Please provide response to the below questions;</p> <p>Are there any additional configurations / integrations to be considered in scope of SuccessFactors Recruitment / Performance &amp; Goals. Example - Configuration of New Recruitment / Performance Templates, Configuration of new workflow templates, integration to xx no. of third party recruiting agencies &amp; job boards etc</p>	Renovation in the case means re-implementation of the existing modules in line with the results the assessment workshop
48	<p>Proposal for a better technical approach for upgrading and integrating the existing NPO payroll solution has been asked for. Please provide more details on existing payroll solution.</p> <p>A. Is the existing Payroll solution being run in SAP ECC (EHP6)? If not please specify the payroll system details B. What are the country specific payroll solutions in scope of existing payroll solution?</p>	See response 1 above – the Payroll solution will be considered as an option. System details to be collected and assessed during the assessment workshop.

	<p>C. Please provide details of any inbound / Outbound integrations to the existing Payroll system</p> <p>D. What's the Payroll frequency for which the pay process is run for different employee groups (Example - Daily, Weekly, Fortnightly, Monthly)</p>	
49	Education Grant, Rental Subsidy and Travel (re-imbursement) are the three components that has been mentioned under payroll scope. Please confirm if you are expecting only these functionalities to be added on to the existing payroll system or replacing existing payroll solution with a new solution all together. Example - With Employee central Payroll	Correct, complete replacement is a possibility and should be considered as a call up option during the assessment phase
50	HR data migration requirement from ECC to SuccessFactors Employee Central has been called out. Please confirm the number of years of HR Data to be considered in the Data Migration scope	The relevant data is from inception in 2014
51	Requirement on Integration and configuration with SuccessFactors Machine Learning and AI algorithms has been mentioned. Please elaborate the requirement on automations to be enabled / developed for this project. If you have already thought through HRIS focus areas where you've envisaged automation to be implemented, Please provide the scenario level details & number of automations to estimate the complexity & effort envisaged	This information will be provided to the awarded bidder and will be addressed comprehensively during the planned assessment phase
52	<p>Requirement on Backward integration and configuration to existing SAP ECC(EHP6), Microsoft Teams, and NPO systems has been mentioned. Please clarify the below;</p> <p>A. Since SAP ECC is maintenance is going to be sun-set shortly, please let us know if you have any plans for S/4 conversion in near future. if yes, when exactly do you plan for S/4 conversion</p> <p>B. Do you have an existing / active integration of your HR systems with Microsoft teams? If yes, what's the middleware being used?</p> <p>C. Please confirm the number of NPO systems to be considered in integration scope from &amp; To Successfactors system in Future state</p>	<p>A. No new ERP solution is defined yet</p> <p>B-C. This information will be provided to the awarded bidder and will be addressed comprehensively during the planned assessment phase</p>
53	Do you have an high level expectation of Phase 1 /2 /3 & 4 milestone completion. If yes, please share the envisaged start date and end end date of the SF implementation program	The expected start date is Q1, 2025
54	There is a reference on one of the Deliverables as Short “how to” training Videos (optional, to be quoted separately) deliverables but also an caveat indicated with (*) The Contractor shall offer short training video materials, each focused on specific functions.	Short “how to” training Videos (optional, to be quoted separately). Bidders shall offer short training video materials, each focused on specific functions.



	Please specific clearly if the expectation is to provide a separate Quote to deliver how-to Training videos on Successfactors transaction execution	
55	The reference given in this section "For a period of three (3) years after the signature of the contract, the Commission shall have the right but not the obligation to call off a maximum of 100 Person-Days of consulting services for activities related to the scope of this ToR" is not clear. Please clarify	The Commission shall have the right but not the obligation to call off a maximum of 100 Person-Days as may be quired for additional related activities
56	Please clarify if the below reference means only 2 trips per consultant would be paid as per actual cost.  "Any other on-site work may be approved as per the Contractor's Proposal for travel to the Headquarters of the Commission in Vienna, Austria, as applicable. There may be up to two (2) trips planned"	Up to 2 mission trips by the contractor. The Commission will not be responsible for any other additional travel or travel costs – kindly see Annex B- Terms of Reference Clause 5 "Location of Performance"
57	Based on the below reference given in the section, Please confirm if the respondent can consider delivering the project from offshore locations (Development centers based out of India) without any restrictions in accessing the Commissions Employee Data Except for the workshop referred to in Section 2.1 above, for all tasks, the Contractor's personnel will be expected to work off-site. The Commission will provide the Contractor remote access to the relevant required infrastructure.	Please see response 11 and 19  The services to be rendered under the proposal shall have their origin in the States Signatories of the Comprehensive Nuclear-Test-Ban Treaty
58	Reference of Envisaged Hypercare support period of 6 months is mentioned. Please confirm if its mandatory to factor in 6 months period of Hypercare support. Since 1-2 month period is ideally Hypercare support period, can we consider an optimized / reduced timeframe of Hypercare support	Hypercare Go-LIVE support (6 months duration) is required.

**TERMS OF REFERENCE -Rev 12 Nov 2024**  
**SAP SuccessFactors Implementation Service**

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## 1. INTRODUCTION

The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) is an international organization located in Vienna, Austria. Its main task is to establish a global verification regime to monitor compliance with the Comprehensive Nuclear-Test-Ban Treaty (CTBT), which bans all nuclear explosions. The verification regime includes a global network of over than 337 monitoring facilities, using four different technologies (seismic, hydro-acoustic, infrasound and radionuclide), a communications infrastructure, an international data centre, and the capability to carry out on-site inspections. Additional information on the CTBTO may be found at <https://www.ctbto.org/>.

The Commission intends to establish a Contract for “SAP SuccessFactors Implementation Project” (hereinafter referred to as the “Work” and/or “Service”). The Contractor shall work with the Commission and shall provide Services in accordance with these Terms of Reference (ToR).

This ToR defines the technical framework of all related activities to be performed during the delivery of Services and contains all technical requirements for the activities which shall be carried out by the Contractor.

The Contractor shall carry out the Work in accordance with this ToR and in the most cost-effective manner possible. For all work tasks, the Contractor must inform the Commission of the appropriate and current points of contact, including contacts for 1) technical matters, 2) logistics matters, and 3) commercial matters. If these points of contact change during any phase of the Work Tasks, the Contractor must inform the Commission immediately in writing.

### 1.1 Key Project Objectives

On project completion, the following key project objectives are expected to have been achieved for the enumerated stakeholders:

	Stakeholder	Objectives
1	Employees	Accessible and relevant HR data for decision making
		Automated administrative tasks and robust Hire-to-Retire processes
		One unified Employee Self Service portal access for all employees
2	HR Users	Enhanced user experience and fast access to HR business process
		Less time spent and knowledge – needed for Human Resource processes
		Easier, automated, and online H2R process leading to stronger HR contribution
		Better real-time analytics for informed decision making
3	Candidates	One unified Candidate Self Service access portal for all interactions with CTBTO
		Candidates owned data enhance more data integrity
		Automated HR business process-related tasks

### 1.2 Functional Specification

CTBTO is embarking on a new initiative to transform its hire-to-retain (H2R) process using SAP SuccessFactors. The H2R process encompasses various steps and activities throughout the employee lifecycle, from recruitment to retirement.

- Recruitment: The process begins with recruitment, where the need for new employees is identified, and candidates are sourced, screened, and selected for open positions.
- Onboarding: Once candidates are selected, the focus shifts to onboarding, ensuring that new employees are introduced to the company, its culture, and its policies and procedures.
- Training and Development: After onboarding, emphasis is placed on providing training and development opportunities to equip employees with the skills and knowledge necessary for their roles.

- **Performance Management:** Continuous performance management follows, involving goal setting, feedback provision, and regular performance evaluations to support employee growth and productivity.
- **Compensation and Benefits:** Managing compensation and benefits forms an integral part of the H2R process, encompassing salary, education grant, pension contributions, and other rewards/benefits.
- **Career Development:** Alongside training, career development opportunities are essential, fostering advancement and professional growth for all employees.
- **Employee Engagement:** Creating a positive work environment and fostering employee engagement are vital aspects of the H2R process, encouraging contribution to the company's success.
- **Retention:** Finally, retention strategies are implemented to identify and address factors contributing to employee turnover and retain valuable talent within the organization.

By leveraging SAP SuccessFactors, CTBTO aims to streamline and optimize each stage of the H2R process, ultimately enhancing employee experiences, driving productivity, and supporting organizational success. The Commission is currently exploring several options for a new ERP solution to replace the existing system as well.

## 2. SCOPE OF WORK

The Commission seeks to digitize its Hire to Retire(H2R) and workforce analytics processes using a phased implementation methodology. CTBTO wants to embark on a transformation exercise through the implementation of SAP SuccessFactors applications in addition to its exiting SAP ERP systems landscape, which, as of today, consist of an ECC(EHP6), SuccessFactors (Recruitment and Performance), and SRM systems as well as a Portal for Travel and Shopping Cart access. The core functionalities of the systems cover Finance (e.g., Accounting, Treasury, Funds and Grant Management, Project Systems), Supply Chain (e.g., Shopping Carts, Requisitions, Purchase Orders, Goods Receipt and Goods Movement), Human Resources (e.g., Organizational Management, Staff Administration, Recruitment, Payroll), and Travel functionalities. The following sections describe the scope of work and other related information necessary for the submission of proposals.

The contractor will be fully responsible (implementation and configuration) for the following key tasks in each phase including all affected satellite systems:

### 2.1 Phase 1: Assessment and Detailed Blueprint Design

- Assess existing key HR metrics, documents, certificates, and reports, and the current state of the Commission's complete HR business processes to help identify gaps, inefficiencies, and areas of possible improvement (As-Is Review).
- Research and identify industry best practises in the development of an integrated H2R process, employee portal (work zone), recruitment, onboarding and offboarding, performance, learning and development, workforce planning, payroll and education grant, workforce and succession planning, employee engagement, and workforce analytics processes compatible to the Commission's existing procedures, governance, risk, control, and policies.
- Develop and propose a new comprehensive set of HR business processes ("To-Be" processes) covering the areas mentioned in points (a and b) above (*see Appendix I for more details*): including standard SAP Human Experience Management system best practices, and other related knowledge.
- Propose an innovative technical approach for developing a new payroll system into the "To Be" business processes (**optional**).
- Define implementation and architectural roadmap, landscape, configurations, development, security and authorization protocols, system parameterization, business workflows, integrations, interfaces, training plans, test procedures, quality and risk assessment metrics, etc. to deliver the "To-be" business processes within SAP SuccessFactors modules.
- Deliver a comprehensive implementation plan and key performance indicators that satisfies the

- overall objectives of this ToR.
- g. Present the proposed implementation plan and “To-be” reviews formally to the Commission for approval.
- h. Propose a routine improvement, maintenance, and support plan to ensure the continued effectiveness and sustainability of the new solution.

As part of the preliminary evaluation and assessment work, a workshop shall be held to discuss the technical concept and plan, as well as to allow the Commission’s technical staff to review the submitted documents and plans. The Contractor shall update the documentation with any changes discussed and agreed upon during the workshop before starting the implementation. The initial submission for the Commission’s review and any other plans shall be presented at least two weeks before the workshop scheduled date.

The project kick-off, submission of a detailed work plan, and assignment of qualified Hire-to-Retire (H2R) resources to the project must be completed not later than four weeks from contract signature.

This Assessment and Detailed Blueprint Design (phase 1) is estimated to be completed no later than two months or as may be otherwise approved by the Commission after the project kick-off and acceptance of a detailed work plan.

### 2.1.1 Milestone 1

Deliver an agreed “To-Be” business process supported by an approved implementation plan. The Implementation plan document, in addition to the requirements enumerated above must also cover the under-listed crucial deployment topics:

- Solution objectives
- Gap Analysis
- Solution Definition and Architectural Landscape
- Access, Security, and Authorization plan
  - o Single Sign on
  - o Mobility
  - o Workflows
  - o Authorization concepts
  - o RACI Matrix
  - o Security and Penetration Test Plan
- Data Migration Strategy
  - o ECC to SuccessFactors Employee Central
- System Integration and Interface Management plan
  - o DocuSign
  - o E-Filing with OpenText Employee File Management
  - o UNJSPF
  - o Payroll (optional)
  - o Other systems
- User Interface and User Experience plan
  - o HR Portal
    - Education grant system
    - E-filing with OpenText Employee File Management
    - Self-service – employee/manager
    - Pay-stub
    - Absence & attendance management
    - Other employee forms
  - o Mobility
  - o Static and Dynamic Reporting
  - o AI and Machine Learning
- Quality and Risk Management plan
- Testing Strategy
- End User Training plan.
- Phased Closure and Sign-off.

## 2.2 Phase 2: SAP SuccessFactors Implementation

The Contractor shall implement, configure, develop, deploy, and deliver all aspects the following SuccessFactors foremost release modules and associated other ERP systems within an interactive HR Portal (*see Appendix I for more details*) ) including all relevant technical integrations and data migration's responsibility, including migration or import of leaves history and balances from flextime to SF:

- I. SAP SuccessFactors Work Zone
- II. SuccessFactors Employee Central, HR Payroll data, and Service Centre including mobile App
- III. SuccessFactors Time and Attendance Management
- IV. SuccessFactors Onboarding, Education Grant, etc.
- V. SuccessFactors Learning and Development
- VI. SuccessFactors Succession Planning
- VII. Renovate the existing SuccessFactors recruitment, performance and goals system within the new H2R deployment.
- VIII. HR data migration from ECC to SuccessFactors Employee Central
- IX. Integration and configuration with SuccessFactors Machine Learning and AI algorithms
- X. Backward integration and configuration to existing SAP ECC(EHP6), Microsoft Teams, and NPO systems.

*OPTIONAL: Implementation of a new payroll system in SAP SuccessFactors Employee Central, ensuring it meets all compliance and organizational requirements- if called-off by the Commission following the results of phase 1, at the sole discretion of the Commission. This option may be exercised by the Commission through the issuance of a separate purchase order under the same terms and conditions of the Contract.*

Phase two implementation is expected to commence after the Contractor receives commencement notice from the Commission and subsists for nine (9) months from that date. In addition to the above requirements, the Contractor will be fully responsible for the following additional under-listed technical and functional activities to enable complete and functional project delivery to the expected user community:

- Integration to DocuSign, UNJSPF, EarthMed, other systems to be defined by the Commission's HR department during project implementation.
- Develop and apply a consistent CTBTO look and feel theme across the new landscape and devices.
- Integration with the Commission external Identity Provider (MS Azure AD) for Single Sign On (SSO)
- User training using the "Train-the-Trainer" Approach
- Approved system testing comprising of the following:
  - o Unit Testing
  - o Functional/Regression Testing
  - o Integration Testing
  - o Performance Testing
  - o Security and Penetration Testing
  - o Acceptance Testing
- Hypercare Go-LIVE support (6 months duration)

### 2.2.1 Milestone 2

Deliver a completed H2R SuccessFactors and associated other ERP systems Implementation as enumerated in section 2.2, with a phase one handover note comprising of the following completed activities/deliverables:

1. Production cutover
2. System Go-Live
3. Cutover plan
4. End-User Training
5. Data Migration *for HR data from legacy system*
6. Functional and Technical Documentation
7. Quality and Risk Management plan

8. Approved Test Results
9. Training Manuals
10. Short “how to” training Videos (Optional)\*
11. Phased Closure and Sign-off Deliverables.

## 2.3 Phase 3: Employee Lifecycle Management

The Contractor shall implement within the existing HR portal and or employee work zone from phase one:

- Employee Engagement processes
- Employee Lifecycle Management (*Qualtrics EmployeeXM*)
- HR Analytics and Workforce Planning
- People and Workforce Analytics - *Static Reporting (Report Automation) and Performance Dashboards based on accurate workforce intelligence and HR define key metrics.*

Phase three implementation is expected to commence after the Contractor receives commencement notice from the Commission and subsists for two (2) months from that date. In addition to the above responsibilities, the Contractor will be responsible for the following additional technical and functional activities to enable system implementation delivery to the user community:

- Integration to H2R Implementation from phase one
- User training using the “Train-the-Trainer” Approach
- Approved system testing comprising of the following:
  - Unit Testing
  - Functional/Regression Testing
  - Integration Testing
  - Performance Testing
  - Acceptance Testing
- Hypercare Go-LIVE support (6 months duration)
- Detailed documentation regarding system implementation

### 2.3.2. Milestone 3

Deliver an updated SuccessFactors Implementation with full technical and functional integration with new ERP as enumerated in section 2.3 above, with a phase two handover note comprising of the following updated activities/deliverables:

1. Production cutover
2. System Go-live.
3. Cutover plan
4. Data migration **for HR data from legacy system**
5. Functional and Technical Documentation
6. Monthly highlight Report
7. Risk Assessment Report
8. Post Migration Validation Report
9. Quality and Risk Management plan
10. Approved Test results
11. Training Manuals
12. Short “how to” training Videos (optional, to be quoted separately)
13. Phased Closure and Sign-off Deliverables.

\* The Contractor shall offer short training video materials, each focused on specific functions.

## 2.4 Phase 4: H2R Platform Integration to new ERP

The Contractor shall implement or provide support as follows:

- a. Collaborate with the Commission and or its current system implementation partner, during its planned new ERP implementation and migration.



- b. Integrate phase one and two deliverables from SAP ECC to new ERP.
- c. Validate the new systems and their associated connections and integrations.
- d. Update relevant documentation and testing regimes.

Phase two implementation is expected to commence after the Contractor receives commencement notice from the Commission and subsists for three (3) months from that date.

The following is a summary of expected integration points within this contract. This list may not be exhaustive and shall be confirmed during the blueprint development.

- SAP Cloud Platform Integration Suite (SAP CPI): Enables seamless data exchange between SuccessFactors and other SAP or non-SAP applications.
- SAP SuccessFactors and SAP Analytics Cloud: Provides detailed workforce analytics capabilities.
- Employee Master Data Sync: Synchronizes data between Employee Central and SAP HCM Payroll for streamlined payroll processing.
- Recruiting Integration: Automatically transfers data from SAP SuccessFactors Recruiting to Employee Central upon hiring, creating employee records.
- Learning Management Integration: Supports integration with SAP SuccessFactors Learning to transfer completed course data back to Employee Central.
- Performance & Goals with Compensation Integration: Integrates performance reviews, goals, and ratings from SAP SuccessFactors Performance & Goals with Compensation for precise compensation planning.
- Onboarding to Employee Central Integration: Ensures a smooth transition of candidate data from onboarding to employee status.
- Microsoft Teams Integration: Provides seamless integration with Microsoft Teams for enhanced collaboration.
- Microsoft Exchange Integration: Facilitates integration with Microsoft Exchange to streamline approval workflows.
- UNJSPF HR Interface: Interfaces with the UN Joint Staff Pension Fund (UNJSPF) HR system for synchronized benefits and pension data exchange.
- Qualtrics Integration: Connects with Qualtrics for employee engagement and experience surveys.
- Payroll & Education Grant Integration: Integrates payroll and education grant data to support accurate financial disbursements.
- OpenText Employee File Management: Integrates with OpenText for centralized employee document management.
- Hire-to-Retire Process Integrations: Supports any other necessary integrations to deliver the full Hire-to-Retire business process as specified in the RFP.

Active Directory Integration: Seamlessly integrates with Active Directory for HR-driven user provisioning.

#### 2.4.1 Milestone 4

Deliver an updated SuccessFactors Implementation with full technical and functional integration with Employee Lifecycle management as stated in section 2.3, with a phase three handover note comprising of the following updated deliverables:

1. Production cutover
2. System Go-Live
3. Cutover plan
4. Data migration
5. Functional and Technical Documentation
6. Post Migration Validation Report
7. Quality and Risk Management plan
8. Approved Test results
9. Training Manuals & Documentation
10. Short “how to” training Videos (optional, to be quoted separately)
11. Phased Closure. Lessons learnt and Sign-off Deliverables.

\* The Contractor shall offer short training video materials, each focused on specific functions.

### **3. CONSULTANCY AND SUPPORT SERVICES (optional)**

For a period of three (3) years after the signature of the contract, the Commission shall have the right but not the obligation to call off a maximum of 100 Person-Days of consulting services for activities related to the scope of this ToR. The Consultancy and Support Services shall be requested by the Commission in accordance with the terms and conditions of this Contract.

### **4. INFORMATION CONFIDENTIALITY AND RIGHTS**

All data communication designated as “sensitive” shall be communicated through a TLS/SSL encrypted session using one of the CTBTO approved cipher algorithms.

Critical modifications, naming conventions and other associated technical matters are to be performed in line with the Commissions guidelines and policies.

The Contractor shall be responsible for keeping information, processes, and data of the Commission, as a result of this service confidential and private at all times.

### **5. LOCATION OF PERFORMANCE**

Except for the workshop referred to in Section 2.1 above, for all tasks, the Contractor's personnel will be expected to work off-site. The Commission will provide the Contractor remote access to the relevant required infrastructure.

Any other on-site work may be approved as per the Contractor's Proposal for travel to the Headquarters of the Commission in Vienna, Austria, as applicable. There may be up to two (2) trips planned.

### **6. ACCEPTANCE**

The Contractor shall use certified project management methodology and the software development methodology for the work. The Contractor shall support updating the project status in the CTBTO Organizational Management Programme Achievement Status System (COMPASS). The contractor will also prepare a risk assessment and mitigation plan for the entire duration of the project.

### **7. CONTRACTOR'S ELIGIBILITY, QUALIFICATION AND EXPERIENCE**

The qualified contractor shall possess expertise in the following key areas:

1. The services to be rendered under the Contract shall have their origin in the States Signatories of the Comprehensive Nuclear-Test-Ban Treaty
2. A minimum of five (5) years of experience in SuccessFactors with integration to ECC and or any other ERP systems.
3. Minimum five (5) years In-depth knowledge of SAP Systems (ECC, S/4HANA, and SuccessFactors) and industry best practices in Human Experience Management and SuccessFactors (detailed description and portfolio of work to be provided)
4. At least three completed projects - Previous successful implementation experience of SAP SuccessFactors modules with special emphasis on Onboarding, Compensation, Learning, Employee Lifecycle, Succession and Development (include detailed description, complexities, achievements, and client signed references).

## **8. REQUIREMENTS OF KEY PERSONNEL**

Each of the Contractor's staff performing the Work shall at least have the following qualifications.

- University degree in information systems, business administration, computer science or related fields.
- At least 5 years of relevant professional experience in SAP, particularly implementing SAP SuccessFactors services (preferably with official SAP Certification).
- ITIL Service Management certification, especially for Change Management.
- Project Management and Agile Implementation experience.
- Excellent and proven quality assurance skills.
- Excellent stakeholder management skills.
- Excellent written and oral communication skills in English.

The Contractor shall be responsible for all items relating to personnel matters not expressly mentioned in this document including accommodation and travel expenses of all Contractor's personnel.

## **9. RESOURCES PROVIDED BY THE COMMISSION**

To fulfil the requirements of these Terms of Reference, the Commission will provide for on-site work where required:

- Relevant SAP SuccessFactors, Integration, DocuSign, licenses.
- Physical access to selected areas of the Vienna International Centre where required.
- Infrastructure, including office space and standard office supplies, hardware.
- Access to relevant IT infrastructure (e.g., SAP ECC, Jira Ticket System, internet).
- Access to relevant documentation.
- The Commission will make qualified staff available to provide assistance and cooperate in responding to information requests from the Contractor in order to allow the Contractor to carry out the Work.
- VPN access to relevant CTBTO IT infrastructure (e.g., SAP ECC(*EHP6*), Jira Ticket System).
- Access to relevant documentation.
- The Commission will make qualified staff available to provide assistance and cooperate in responding to information requests from the Contractor in order to allow the Contractor to carry out the Work.

The Contractor, be it for onsite or offsite work, shall use CTBTO's Jira system for support ticket processing. All other resources, be it for onsite or offsite work, are to be provided by the Contractor.

## **10. QUALITY ASSURANCE AND BUSINESS CONTINUITY**

The Contractor shall have a quality assurance and business continuity plan that addresses the content of the ToR in a comprehensive and detailed way.

## **11. RISK MANAGEMENT**

The Contractor shall provide a thorough risk assessment plan at the project's commencement to identify potential risks that could impact the successful execution of the outlined implementation activities in this Terms of Reference (ToR). Risks may include but are not limited to technical challenges, changes in project requirements/scope, resource constraints, schedule delays, integration difficulties, and third-party software

dependencies. The risk assessment plan should be continuously updated, aligning with the delivery of project milestones and significant accomplishments.

Upon the project's satisfactory completion, the Contractor is obligated to conduct a final review of the initially identified risks. Risks that have been effectively mitigated or did not materialize should be officially closed, accompanied by appropriate documentation. The insights gained from the risk management process should be methodically documented and shared with the CTBTO, thereby contributing to the knowledge repository for forthcoming software development endeavours.

## **12. ATTACHMENT**

A: Appendix I

## Appendix I

### CTBTO Employee (HR) Portal Requirement(s)

1. Employee/manager Self Service
  - a. Single Sign On (SSO) via CTBTO external Identity Provider (MS Azure AD)
  - b. Mobility – secure mobile access (via web/tablet/phone etc.) with a custom CTBTO theme (look and feel) across the entire SuccessFactors platform.
  - c. Integration of Travel, Ariba, Shopping Cart, DocuSign, EarthMed, Custom developed forms, etc.
  - d. Update personal data
    - Personal information (Home address/Current address) – currently home address is maintained by HRS for up-to-date data for UNICC UNJSPF interface. The current address is maintained by HRS to ensure a Business Partner is created for Finance for implementation of payments.
    - Marital status and family information (dependents living with SM, children in education, e.tc)
  - e. Flexible Work Arrangements (FWA)
  - f. Recruitment enhancements to the current module and integration to LinkedIn and other social media platforms for outreach and employer branding purposes
  - g. Manage entitlements (Forms development using BTP or Fiori)
    - Request for dependency allowance and submission of Annual Declaration Form
    - Education Grants form
    - Rental Subsidy form
    - Enrollment form
    - Equipment request form
    - Separation form
  - h. Administration of benefits and processing of tasks
    - Onboarding information transmitted into SAP (Place of recruitment, home leave etc.)
    - Request form for computer access, email account
    - Enrolment form into medical insurance, TDIP, Life Insurance
    - Heavy duty travel form
    - Leave Administration
      1. Management of time and leave
      2. Compensatory Time Off (CTO)
      3. Absences
      4. Sick leave
      5. Home leave
2. Employee Central Document Management
  - a. Automation of documents/certificates generation
    - Terms of employment
    - Employment verification (confirmation of offers, employment certificates
    - Probation certificates
    - Other certificates (tax exemptions certificates, dependency allowance, etc.)
3. Automation and Alerting (below are some examples)
  - a. Home leave

- b. Children turning 18, 21, and 25
  - c. Rental subsidy extension
  - d. Education grant settlement
  - e. Separation workflow
- 4. Reporting and Analytics
  - a. Static and dynamic reporting(dashboards)
  - b. AI and machine learning analytics
  - c. Contract review reports
  - d. Monthly sick leave reports
  - e. Quarterly sick leave reports
  - f. UNJSPF HR interface reports
- 5. Performance and Goals
  - a. Annual performance review
  - b. Semi-annual performance review
  - c. 360 Reviews
  - d. Probationary review

## Other HR requirements

- HR Payroll data
  - Education grant*
  - Rental subsidy*
  - Travel*
- Employee Central Service Center
  - Experience seamless SAP HR integration via SuccessFactors Packages, minimizing implementation risks and maximizing functionality rewards.*
  - Provides employees with immediate access to HR experts through a ticketing system, phone, or email, enabling quick and efficient resolution of queries.*
  - Uses automated ticket routing rules to ensure that employees are directed to the right internal HR expert based on the nature of their query, enhancing the speed and accuracy of query resolution.*
  - Highly customizable and flexible, enabling organizations to tailor the system to their unique needs and requirements.*
- Onboarding
  - Terms of Employment*
  - Reference Check*
  - Onboarding email/Moving to Vienna email*
  - Notification emails on acceptance of positions*
  - Letters of Appointment*
  - Requests for payment of relocation grant shipment*
- Employee retention
  - Preparation of appointment history*
  - PAP Report (Regular extension) and PAP Reports (Exceptional extension)*
  - Letters of extension*
  - Calculation of maternity leave period*
- Performance and Goals

*Create, track and cascade goals throughout the organization using a library of over 500 SMART goals.*

*Facilitate structured conversations between managers and employees with continuous feedback and coaching.*

*Measure performance against goals and conduct quality reviews using tools such as 360-degree reviews and calibration or any other to be determined by HR.*

*Access real-time analytics and insights to optimize performance management decisions.*

- **Offboarding**

*Notification emails on separation from service*

*Separation from Service email to Staff Members*

*Calculation of attendance record on separation*

*Requests for payment of relocation grant shipment*

- **Others**

*Certificates*

*Memos for on-call duty*

*Memos on heavy duty travel*

*Request for Outside Activities*

*Requests for payment for daily paid Staff*

*OPTION: Implementation of a new payroll system in SAP SuccessFactors Employee Central, ensuring it meets all compliance and organizational requirements (optional call-off item as per Section 2.2 of the Terms of Reference.*

**RFP 2024-0169 - Attachment 3 - Price Schedule Format**  
**Rev 12 Nov 2024**

TOR Ref	Description	Unit	QTY	Price in EUR or USD _____ kindly specify
2.1	Phase 1: Assessment and Detailed Blueprint Design	LOT	1	
2.2	Phase 2: SAP SuccessFactors Implementation (lump sum - breakdown to be included on separate page)	LOT	1	
2.3	Phase 3: Employee Lifecycle Management (lump sum - breakdown to be included on separate page)	LOT	1	
2.4	Phase 4: H2R Platform Integration to new ERP (lump sum - breakdown to be included on separate page)	LOT	1	
	<b>Subototal</b>			
3	Implementation of a new payroll system in SAP SuccessFactors Employee Central (optional call-off item)- must be quoted as an option.	LOT	1	
4	Consultancy Services - Optional 3 years ( max 100 days)	Day	1	
	<b>Overall Total</b>			

**Bidders shall provide a detailed breakdown cost for the each phase.**