



MINISTRY OF EDUCATION

Te Tāhuhu o te Mātauranga

Request for Proposal

Supporting Document

4 of 4

Instructions for Completing the Education Service Payroll Response

December 2007

1	Introduction	3
1.1	General Conditions and Instructions	3
2	Executive Summary Template	5
3	RFP Response	6
3.1	Front Cover	6
3.2	Business Processes	8
3.3	IT Requirements	29
3.4	Contract and Relationship Management	53
3.5	Transition project	57
3.6	Ministry and Government projects	60
3.7	Experience and Supporting Information	61
4	Pricing Template	68
4.1	On-going Costs	69
4.2	Transition Project Costs	75

1 Introduction

1. The purpose of this document is to provide the instructions and templates for Respondents to prepare and submit a response to this RFP.
2. This document supports the main RFP document and all supporting documents for this RFP.

1.1 General Conditions and Instructions

1. All responses must conform to the terms and condition set out in this document, the main RFP and the other RFP supporting documents.
2. The respondent must comply with the templates defined in this document. These are the:
 - Executive Summary Template
 - Response Template
 - Pricing Template.
3. The response is to have page numbers and total number of pages at the foot of each page.
4. The response is to be in English and signed by a duly authorised representative of the respondent.
5. The response may include clearly defined abbreviations and acronyms derived from the English language.
6. All costs are to be GST exclusive.
7. The *Registration of Interest* (ROI) earlier in 2007 is to be read for background purposes only. Respondents are to base the response on the ministry's requirements in the main RFP document and the supporting documents. The respondent is to clearly document in the response any assumptions based on the ROI.
8. If a respondent refers to any information in the main RFP document or supporting documents, the document title and the relevant section heading, section numbering and paragraph numbering must be included in the reference.
For example, '...paragraph one in section two of the 'Manage Service Support Processes' business process in the *High Level Business Processes for the Education Service Payroll* supporting document...'.
9. Respondents must provide one bound hard-copy original and six copies of the original response.
10. The executive summary is to be a separate document.
11. A separate spreadsheet has been provided on CD, which is the Pricing Template. . Respondents must provide this pricing spreadsheet as a separate document.
12. Respondents must provide one electronic copy of your response, one electronic copy of the executive summary and one electronic copy of the pricing document (in Microsoft Word 2003 and Excel 2003 format on CD-R). There is to be no difference between the hard and soft copies of the responses.

13. Responses are to be enclosed in a sealed package, marked on the outside:

‘Commercial in Confidence – RFP: Provision of Fully Outsourced Payroll Services for the Schools’ Sector’.

14. There are to be no marks on the package that would identify the respondent's organisation.

15. The ministry will not accept electronic delivery of responses (for example by email or fax).

16. Responses are due by 12 noon Wednesday 5 March 2008 and are to be addressed to:

Ingrid Lowrie
Ministry of Education
Level 3, St Paul's Square
45-47 Pipitea Street
Thorndon, Wellington

17. The ministry will open the responses after the RFP closing date and will acknowledge registration within two business days of the Closing Date of this RFP.

18. Respondents waive the right to withdraw and replace, or amend their response, unless requested to do so by the ministry. However, the ministry will be reasonable when considering requests to withdraw a response.

2 Executive Summary Template

1. The respondent is to include a summary of the proposal.
2. This summary must describe how the response will meet the following objective of the Education Service Payroll outlined in the RFP document:

‘to provide a low risk, efficiently operated, accurate and reliable payroll service that provides smarter services and improved access to payroll and human resources information’.
3. The summary is to include a full description of the end-to-end solution, including key features and benefits to the ministry.
4. The summary is to include the respondent’s approach to delivering business process outsourcing services, as opposed to being an application service provider.
5. The summary is not to contain pricing information.
6. The ministry will not evaluate the executive summary.
7. Respondents must provide the executive summary in the following format:

Executive Summary	
Business or trading name	

Signature of Authorised Signatory	
Signature	
Date	

3 RFP Response

3.1 Front Cover

1. Respondents must provide the front cover information in the following format:

Provision of Fully Outsourced Payroll Services for the Schools' Sector
March 2008

Respondent Details	
Name (in full)	
Business or trading name	
Business Address	
Address of Registered Office	

Contact Person and Authorised Signatory	
Title	
Name (in full)	
Office Address	
Email	
Telephone No. ()	
Facsimile No. ()	

Statements

Statements

I certify that I am a principal of '*insert organisation name*', with authority to submit this response. I further certify that '*insert organisation name*':

- has the ability, capacity and resources to supply the fully outsourced payroll services for the schools' sector as described in the ministry's RFP documents
- submits this response as a principal and not as agent or trustee for another
- submits this response as the prime vendor to provide fully outsourced payroll services for the schools' sector
- acknowledges and accepts the terms and conditions set out in sections two and three of the main RFP document
- acknowledges receipt of amendment notices numbered [*specify*] and I confirm that the requirements of the notices are included in the response
- authorises the ministry, on its own behalf and on behalf of any key personnel referred to in the response, to verify with any third person any information included in the response or disclosed to the Ministry in connection with the response (whether that information relates to such personnel or otherwise), and to make such inquiries of those persons as the ministry considers necessary or desirable
- accepts that its response will remain fully valid for at least five months from the Closing Date of this RFP.

Signature of Authorised Signatory

Signature	
Date	

3.2 Business Processes

1. Please refer to the *High Level Business Processes for the Education Service Payroll* supporting document for key minimum high-level business processes that needs to be completed to manage the Education Service Payroll.
2. Respondents must provide detailed information on how the business processes are to be completed.
3. The response, 'Refer to the executive summary', or similar responses, will not enable the ministry to evaluate the response.
4. A single comment, such as 'agree' or 'noted', will not enable the ministry to evaluate the response.
5. A response to one question can be copied and used as the response for another question or questions.
6. The tables can be modified to enable diagrams to be included.
7. If third parties are completing business process activities, the respondent is to detail the roles and responsibilities of each organisation.

3.2.1 Overall Business Process

1. Respondents must provide the following information on the proposed business process solution:

Overall Business Process Questions	Response
Provide a summary of the business process solution.	
Identify what industry recognised standards the business process solution will use.	

Overall Business Process Questions	Response
<p>How will the business process solution support receiving (inputs) and sending (outputs) information by:</p> <ul style="list-style-type: none"> • facsimile • telephone • email • on-line entry, and • Education Sector Integration Service (New Zealand Education Sector files only)? 	
What is the location of each payroll centre in New Zealand?	
What is the primary role of each payroll centre, i.e. process pay, business continuity or both?	
How will significant improvements in the key performance indicators be made?	
What is the structure of the teams that will perform the business process roles, including staff numbers?	

3.2.2 Manage Employee Information (excluding Assess Teachers Salaries)

1. Respondents must provide the following information on the 'Manage Employee Information' business process activities, excluding the 'Assess Teacher Salaries':

Key Business Process Questions	Response
Provide a summary of the overall approach to meeting the 'Manage Employee Information (excluding Assess Teachers Salaries)' business process activities.	
How are the source documents going to be received, tracked and sent to the correct team?	
How will the 'Create new appointments' business process activity be completed?	
How will the 'Enter new allowances' business process activity be completed?	
How will the 'Enter new personal details' business process activity be completed?	
How will the 'Enter salaries' business process activity be completed?	
How will the 'Enter termination details' business process activity be completed?	
How will the 'Enter time sheet details' business process activity be completed?	
How will the 'Enter leave' business process activity be completed?	
How will the 'Enter deductions' business process activity be completed?	
How will the 'Load bulk updates', including 'Process End of School Year Processing', business process activity be completed?	
How will the 'Manage Debt' business process activity be completed?	

Key Business Process Questions	Response	
How will the 'Process End of School Year Processing' business process activity be completed?		
How will the 'Manage 3 rd parties' business process activity be completed?		
How will the 'separation of duties between the roles entering information and the roles approving information' business process activity be completed?		
What assumptions have been made when developing the solution to meet the 'Manage Employee Information (excluding Assess Teacher Salaries)' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Manage Employee Information (excluding Assess Teacher Salaries)' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Manage Employee Information (excluding Assess Teachers Salary)' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Manage Employee Information (excluding Assess Teacher Salaries)' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	

Key Resource Questions	Response
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.3 Assess Teacher Salaries

1. Respondents must provide the following information on the 'Manage Employee Information - Assess Teacher Salaries' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to meeting the 'Assess Teacher Salaries' business process activities.		
How will the 'Assess Teacher Salaries' business process activity be completed?		
What assumptions have been made when developing the solution to meet the 'Manage Employee Information - Assess Teacher Salaries' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Manage Employee Information - Assess Teacher Salaries' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Manage Employee Information - Assess Teacher Salaries' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Manage Employee Information - Assess Teacher Salaries' business process roles:

Key Resource Questions	Response	
Name		
Team		
Role on team		

Key Resource Questions	Response
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.4 Run Education Service Payroll

1. Respondents must provide detailed information on the following business processes:

- Create and Run Payroll
- Update Business Information
- Generate Reports.

3.2.4.1 Create and Run Payroll

1. Respondents must provide the following information on the 'Create and Run Payroll' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to meeting the 'Create and Run Payroll' business process activities.		
How will the requirement for the ministry to 'to approve all individual pays above this delegated limit' to be met?		
How will the 'Run final pay' business process activity be completed?		
How will the 'Reconcile pay' business process activity be completed?		
How will the 'Distribute Outputs' business process activity be completed?		
What assumptions have been made when developing the solution to meet the 'Create and Run Payroll' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Create and Run Payroll' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Create and Run Payroll' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Create and Run Payroll' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.4.2 Update Business Information

1. Respondents must provide the following information on the 'Update Business Information' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to meeting the 'Update Business Information' business process activities.		
How are the source document going to be received, tracked and sent to the correct team?		
How will the 'Load file' business process activity be completed?		
How will the 'Enter business information' business process activity be completed?		
What assumptions have been made when developing the solution to meet the 'Update Business Information' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Update Business Information' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Update Business Information' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Update Business Information' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.4.3 Generate Reports

1. Respondents must provide the following information on the 'Generate Reports' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to meeting the 'Generate Reports' business process activities.		
How will requirement for the ministry to 'Create report from an existing template or blank template' to be met?		
How will the 'Select report from report list' business process activity be completed?		
How will the 'Enter report parameters' business process activity be completed?		
How will the 'Publish Report' business process activity be completed?		
How will the 'View report on-line, print or download report' business process activity be completed?		
What assumptions have been made when developing the solution to meet the 'Generate Reports' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Generate Reports' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Generate Reports' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Generate Reports' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.5 Manage 2nd and 3rd level support

1. Respondents must provide the following information on the 'Manage Service Support 2nd and 3rd level support' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to meeting the 'Manage 2 nd and 3 rd level support' business process activities.		
Identify what industry recognised standards the business process solution will use.		
How will the Payroll Centres 2 nd level support business process activities be completed?		
How will the Teacher Salary Assessment Team 3 rd level support business process activities be completed?		
How will the IT System Support Staff 3 rd level support business process activities be completed?		
What assumptions have been made when developing the solution to meet the 'Manage 2 nd and 3 rd level support' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Manage 2 nd and 3 rd level support' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Manage 2 nd and 3 rd level support' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Manage 2nd and 3rd level support' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.6 Manage Service Desk

1. Respondents must provide the following information on the 'Manage Service Support – Manage Service Desk' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to meeting the 'Manage Service Desk' business process activities.		
Identify what industry recognised standards the business process solution will use.		
How will the 'Level 0 (self help) requirement be met?		
How will the Service Desk support business process activities be completed?		
What assumptions have been made when developing the solution to meet the 'Manage Service Desk' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Manage Service Desk' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Manage Service Desk' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Manage Service Desk' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.7 Manage Service Delivery Processes

1. Respondents must provide the following information on the 'Manage Service Delivery' business process activities:

Key Business Process Questions	Response	
Provide a summary of the overall approach to working collaboratively with the ministry to design the 'service level management' business process.		
Identify what industry recognised standards the business process solution will use.		
How will the respondent complete the following processes: <ul style="list-style-type: none"> • capacity management • IT service continuity management • availability management • financial management. 		
What assumptions have been made when developing the solution to meet the 'Manage Service Delivery Processes' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Manage Service Delivery Processes' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Manage Service Delivery Processes' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Manage Service Delivery Processes' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.2.8 Manage Supporting Processes

1. Respondents must provide the following information on the 'Manage Supporting Processes' business process activities:

Key Business Process Questions	Response	
How are the 'Define Strategic Plan' requirements to be met?		
How are the 'Determine Technology Direction' requirements to be met?		
How are the 'Manage Staff' requirements to be met?		
How are the 'Assess and Manage Risk' requirements to be met?		
How are the 'Ensure Continuous Service' requirements to be met?		
How are the 'Educate and Train Staff' requirements to be met?		
How are the 'Manage Sector Relationships' requirements to be met?		
How are the 'Maintain Documentation' requirements to be met?		
What assumptions have been made when developing the solution to meet the 'Manage Supporting Processes' business process activities?		
Are there any key business process activities that the ministry has not defined, but need to be completed to meet the 'Manage Supporting Processes' business process activities?		
What are the roles and responsibilities of the teams delivering the 'Manage Supporting Processes' business process activities?	Team Name	Roles and Responsibilities

2. Respondents must provide the following information for each key person fulfilling the 'Manage Supporting Processes' business process roles:

Key Resource Questions	Response
Name	
Team	
Role on team	
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.	

3.3 IT Requirements

1. Please refer to the *High Level IT Requirements for the Education Service Payroll* supporting document for the minimum system requirements that support the Education Service Payroll business processes.
2. Respondents must provide detailed information on how the IT requirements are going to be met.
3. Any proposed customisation or bespoke components must be included in the overview of the solution architecture and some justification for needing customisation or bespoke components included in the solution architecture overview.
4. The response, 'Refer to the executive summary', or similar responses, will not enable the ministry to evaluate the response.
5. A single comment, such as 'agree' or 'noted', will not enable the ministry to evaluate the response.
6. A response to one question can be copied and used as the response for another question or questions.
7. The tables can be modified to enable diagrams to be included.
8. If third parties are completing activities, the respondent is to detail the roles and responsibilities of each organisation.

3.3.1 Overview IT Requirements Proposal

1. Respondents must provide the following information on the IT solution the respondent is proposing:

Overall IT Solution Questions	Response
Provide a summary of the IT solution.	
Describe the key components of the IT solution and whether they are commercial off-the-shelf components or custom built.	
Describe the high-level business model.	
Describe the high-level application architecture.	
Describe the enterprise data model.	
Describe the high-level system design.	
Describe the high-level infrastructure architecture.	
Describe the high-level network architecture.	

Overall IT Solution Questions	Response
Describe the high-level security architecture and how does it support the required security for the system roles and business process roles.	
Describe the location of each data centre in New Zealand.	
Describe the primary role of each data centre, i.e. production, business continuity or both.	
Describe the key architectural standards that the IT solution will adhere to and how it supports open standards for interoperability.	
Describe how the IT solution supports a service oriented architecture approach.	

3.3.2 Manage Education Service Payroll Software

1. In the following section the respondents must provide detailed information on the following IT functions:
 - maintain employee information
 - run schools reports
 - run payroll
 - create administrative reports
 - maintain payroll business information
 - update service support event
 - manage service levels
 - supplementary requirements.
2. For each function, identify the key application components, and if they are off the shelf or custom built.
3. The respondent must provide detailed information on the following IT hosting requirements:
 - acquire and maintain software
 - manage changes
 - install and accrediting solutions and changes
 - ensure system security
 - manage the configuration.

3.3.2.1 Maintain Employee Information

1. Respondents must provide the following information on the 'Maintain Employee Information' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
Provide a summary of the overall approach to meeting the 'Maintain Employee Information' IT requirements.		
How will the 'create a single pay for an employee and associated PAYE tax information as it relates to payroll' general requirement be met?		
How will the 'capture multiple jobs for an employee' general requirement be met?		
How will the 'capture personal information about an employee' general requirement be met?		
How will the 'create multiple bank accounts for individual employees' general requirement be met?		
How will the 'record and maintain work patterns (rosters)' general requirement be met?		
How will the 'complete timesheets' general requirement be met?		
How will the 'define multiple disbursement dates' general requirements to be met?		
How will the 'capture an employees qualifications' general requirement be met?		

IT Function Questions	Response	Part of core product or custom built?
How will the 'manage leave' general requirement be met?		
How will the 'manage salary overpayments (debt) and re-payments' general requirement be met?		
How will the 'manually enter salary details' general requirement be met?		
How will the 'administer special annual leave entitlements - principals only' general requirement be met?		
How will the 'accumulate service' key ministry requirement be met?		
How will the 'credit external service' key ministry requirements to be met?		
How will the 'accrue holiday pay for teachers and principals' key ministry requirement be met?		
How will the 'process non-teaching holiday pay' key ministry requirement be met?		
How will the 'reverse terminations' key ministry requirement be met?		
How will the 'validate teaching job details' key ministry requirement be met?		
How will the 'manage mutually exclusive allowances' key ministry requirement be met?		

IT Function Questions	Response	Part of core product or custom built?
How will the business rule, 'An employee administrator can make changes to the payroll information for any pay period before the pay is run' business rule be met?		
How will the business rule, 'An employee administrator cannot enter their payroll personal information, be met?		
What assumptions have been made when developing the solution to meet the 'Maintain Employee Information' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Maintain Employee Information' functional IT requirements?		

3.3.2.2 Run School Reports

1. Respondents must provide the following information on the 'Run School Reports' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
Provide a summary of the overall approach to meeting the 'Run School Reports' IT requirements.		
How will the 'generating standard reports' general requirement be met?		
How will the 'SUE Report' key ministry requirement be met?		
How will the 'Banking Staff Report' key ministry requirement be met?		
How will the 'Leave Report' key ministry requirement be met?		
What assumptions have been made when developing the solution to meet the 'Run School Reports' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Run School Reports' functional IT requirements?		

3.3.2.3 Run Payroll

1. Respondents must provide the following information on the 'Run Payroll' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
Provide a summary of the overall approach to meeting the 'Run Payroll' IT requirements.		
How will the 'running pays in non-update and update modes' general requirement be met?		
How will the 'running multiple pays prior to disbursement' general requirement be met?		
How will the 'running pay, locking updates to employee information for that pay period but still allowing other updates to employee information' general requirement be met?		
How will the 'viewing on-line pay previews (including the functionality to run a projected online pay for individual employees)' general requirement be met?		
How will the 'creating statutory IRD files and forwarding directly to the IRD or to the ministry as required' general requirement be met?		
How will the 'creating superannuation provider (including KiwiSaver) files and forwarding directly to the superannuation provider, IRD or to the ministry as required' general requirement be met?		
How will the 'creating banking files and forwarding directly to the ministry's bank or to the ministry as required' general requirement be met?		
How will the 'creating all financial accounting in relation to the payroll, including multiple General		

IT Function Questions	Response	Part of core product or custom built?
Ledger postings for each payroll run' general requirement be met?		
How will the 'disbursing in multiple currencies' general requirement be met?		
How will the 'Create Payslips' key ministry requirement be met?		
How will the 'Create Teacher Payroll Data Warehouse File' key ministry requirement be met?		
What assumptions have been made when developing the solution to meet the 'Run Payroll' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Run Payroll' functional IT requirements?		

3.3.2.4 Create Administrative Reports

1. Respondents must provide the following information on the 'Create Administrative Reports' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
Provide a summary of the overall approach to meeting the 'Create Administrative Reports' IT requirements.		
How will the general requirement be met?		
How will the key ministry requirement be met?		
What assumptions have been made when developing the solution to meet the 'Create Administrative Reports' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Create Administrative Reports' functional IT requirements?		

3.3.2.5 Maintain Payroll Business Information

1. Respondents must provide the following information on the 'Maintain Payroll Business Information' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
Provide a summary of the overall approach to meeting the 'Maintain Payroll Business Information' IT requirements.		
How will the general requirement be met?		
How will the 'process the Steer input file' key ministry requirement be met?		
How will the 'manage complexity' key ministry requirement be met?		
How will the 'manage exceptions' key ministry requirement be met?		
What assumptions have been made when developing the solution to meet the 'Maintain Payroll Business Information' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Maintain Payroll Business Information' functional IT requirements?		

1. Respondents must provide the following information on the 'Update Service Support Event' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
What assumptions have been made when developing the solution to meet the 'Update Service Support Event' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Update Service Support Event' functional IT requirements?		

3.3.2.7 Manage Service Levels

1. Respondents must provide the following information on the 'Manage Service Levels' functional IT requirements:

IT Function Questions	Response	Part of core product or custom built?
Provide a summary of the overall approach to meeting the 'Manage Service Levels' IT requirements.		
How will the 'capture services and associated metrics' requirements be met?		
How will the 'capture manually and automatically actual service metrics' requirements be met?		
How will the 'generate reports, including on-line, printed, balance score card presentation and downloading report information' requirements be met?		
How will the 'store historical, current and forecasted information' requirements be met?		
What assumptions have been made when developing the solution to meet the 'Manage Service Levels' functional IT requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Manage Service Levels' functional IT requirements?		

3.3.2.8 Supplementary Payroll Requirements

1. Respondents must provide the following information on the 'Supplementary Payroll' requirements:

Supplementary Requirements Questions	Response	Part of core product or custom built?
How will the supplementary general payroll requirement, 'Every function within the payroll system is effective date driven (both future and retrospective), with automated calculation of both the current pay period and arrears' be met?		
How will the supplementary general payroll requirement, 'The payroll system will carry out complex payments with multiple methods of payment calculations, including but not limited to annual salary (35 – 40 hours a week), weekly and hourly pay rates, timesheet only employees, 5 day workers, 7 day workers, 24 hour shift workers, payment by % FTTE, seasonal, or any combination of these' be met?		
How will the supplementary general payroll requirement, 'There are multiple pay cycles (for example weekly, fortnightly, four- weekly, monthly and 'out of cycle')' be met?		
How will the supplementary payroll requirement, 'The payroll system has multiple companies processing' be met?		
How will the supplementary general payroll requirement, 'There need to be different levels of security access at an individual records level (for example no access, read-only, edit)' be met?		

Supplementary Requirements Questions	Response	Part of core product or custom built?
How will the supplementary payroll requirement, 'The payroll system has New Zealand legislative compliance' be met?		
How will the supplementary general payroll requirement, 'The payroll system can produce out of cycle pays for individual employees on demand (with full payroll functionality)' be met?		
How will the supplementary general payroll requirement, 'The payroll system has real time data validation maintained by system business rules' be met?		
How will the supplementary general payroll requirement, 'The payroll system has no restriction on the number(s) of codes available (for example deduction types not to be limited to 99 by a two-digit numeric field)' be met?		
How will the supplementary key ministry payroll requirement, 'assign postcodes' be met?		
How will the supplementary key ministry payroll requirement, 'access by School Desk desktop hardware' be met?		
How will the supplementary key ministry payroll requirement, 'access by the ministry's desktop hardware' be met?		
How will the supplementary key ministry payroll requirement, 'transfer files via ESIS' be		

Supplementary Requirements Questions	Response	Part of core product or custom built?
met?		
How will the supplementary key ministry payroll requirement, 'authenticate using ESAA' be met?		
What assumptions have been made when developing the solution to meet the 'Supplementary Payroll' requirements?		
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Supplementary Payroll' requirements?		

3.3.2.9 Supplementary Non-Functional Requirements

1. Respondents must provide the following information on the 'Supplementary Non-Functional' requirements:

Supplementary Requirements Questions	Response
Describe how the Availability requirement will be met.	
Describe how the Performance requirement will be met.	
Describe how the Recoverability requirement will be met.	
Describe how the Reliability requirement will be met.	
Describe how the Resilience requirement will be met.	
Describe how the Scalability requirement will be met.	
Describe how the Security requirement will be met.	
Describe how the Traceability requirements will be met.	
Describe how the Usability requirement will be met.	
Describe how the Affordability requirement will be met.	
Describe how the Flexibility requirement will be met.	
Describe how the Information Management requirement will be met.	
Describe how the Maintainability requirement will be met.	
What assumptions have been made when developing the solution to meet the 'Supplementary Non-Functional' requirements?	
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Supplementary Non-Functional' requirements?	

3.3.2.10 Supplementary Policies and Standards Requirements

1. Respondents must provide the following information on the 'Supplementary Policies and Standards' requirements:

Supplementary Requirements Questions	Response
How will the IT solution comply with the <i>All-of-government Authentication Programme</i> policies and standards?	
For ESSA response, please refer to the previous section.	
How will the IT solution comply with the <i>Education Sector Metadata standards</i> ?	
How will the IT solution comply with the <i>New Zealand e-government Domain Name Moderation</i> standards?	
How will the IT solution comply with the <i>New Zealand e-government Interoperability Framework (NZ e-GIF) Version 3.2</i> policies and standards?	
How will the IT solution comply with the <i>New Zealand e-Government Locator Service Metadata Element Set Version 2.1</i> standards?	
How will the IT solution comply with the <i>New Zealand e-Government Web Standards and Recommendations v1.0</i> ?	
How will the IT solution comply with the relevant <i>NZ ICT Security Manual NZIST402:2007</i> policies and standards?	
How will the IT solution comply with the relevant section of the <i>Privacy Impact Assessment Handbook</i> ?	
How will the IT solution comply with the relevant section of the <i>Security in the Government Sector</i> policies and standards?	
How will the IT solution comply with the ministry's <i>Application Access Security Policy</i> ?	

Supplementary Requirements Questions	Response
How will the IT solution comply with the ministry's <i>Application User Account Policies</i> ?	
How will the IT solution comply with the ministry's <i>Internet Domain Names for Web Sites and Email</i> ?	
How will the IT solution comply with the ministry's <i>Web Channel Development Policy</i> ?	
What assumptions have been made when developing the solution to meet the 'Supplementary Policies and Standards' requirements?	
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Supplementary Policies and Standards' requirements?	

3.3.2.11 Software Hosting Requirements

1. Respondents must provide the following information on the 'Software Hosting Requirements' requirements:

Hosting Questions	Response
Identify what industry recognised standards the 'Software Hosting' processes will be based on.	
How will the 'manage changes' requirements be met?	
How will the 'install and accrediting solutions and changes' requirements be met?	
How will the 'ensure system security' requirements be met?	
How will the 'manage the configuration' requirements be met?	
What assumptions have been made when developing the solution to meet the 'Software Hosting' requirements?	
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Software Hosting' requirements?	

3.3.3 Manage Infrastructure

1. Respondents must provide the following information on the 'Manage Infrastructure' requirements:

Hosting Questions	Response
Identify what industry recognised standards the 'Manage Infrastructure' processes will be based on.	
How will the 'acquire and maintaining infrastructure' requirements be met?	
How will the 'manage changes' requirements be met?	
How will the 'install and accrediting solutions and changes' requirements be met?	
How will the 'manage performance and capacity' requirements be met?	
How will the 'ensure continuous service' requirements be met?	
How will the 'ensure system security' requirements be met?	
How will the 'manage the configuration' requirements be met?	
How will the 'manage data' requirements be met?	
How will the 'manage the operations' requirements be met?	
What assumptions have been made when developing the solution to meet the 'Manage Infrastructure' requirements?	
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Manage Infrastructure' requirements?	

3.3.4 Manage Secure Hosting Facilities

1. Respondents must provide the following information on the 'Manage Secure Hosting Facilities' requirements:

Hosting Questions	Response
Identify what industry recognised standards the 'Manage Secure Hosting Facilities' processes will be based on.	
How will the 'manage data' requirements be met?	
How will the 'ensure continuous service' requirements be met?	
How will the 'manage the configuration' requirements be met?	
How will the 'manage the physical environment' requirements be met?	
What assumptions have been made when developing the solution to meet the 'Manage Secure Facilities' requirements?	
Are there any key IT requirements that the ministry has not defined, but need to be completed to meet the 'Manage Secure Facilities' requirements?	

3.3.5 Resources

1. Respondents must provide the following information regarding the team that will deliver the IT requirements:

Resource Questions	Response	
What is the structure of the team that will manage the IT requirements for the Education Service Payroll, including staff numbers?		
What are the key roles and responsibilities?	Roles	Responsibilities

2. Respondents must provide the following information for each key person fulfilling an IT requirements role:

Key Resource Questions	Response	
Name		
Role on team		
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.		

3.4 Contract and Relationship Management

1. Please refer to the *Contract and Relationship Management for the Education Service Payroll* supporting document for the management framework the ministry is proposing to set up between the ministry and the vendor.
2. Respondents must provide sufficient information that will enable the ministry to identify:
 - the respondent's views on the proposed models
 - any ideas or suggestions the respondent has to improve the management arrangements the ministry is proposing.
3. The response, 'Refer to the executive summary', or similar responses, will not enable the ministry to evaluate the response.
4. A single comment, such as 'agree' or 'noted', will not enable the ministry to evaluate the response.
5. A response to one question can be copied and used as the response for another question or questions.
6. The tables can be modified to enable diagrams to be included.
7. If third parties are completing activities, the respondent is to detail the roles and responsibilities of each organisation.

3.4.1 Management Framework

1. The following table outlines the information required about the management framework

Contract and Relationship Management Questions	Response
What are the respondent's views, ideas and suggestions on the management framework the ministry is proposing?	
Governance	
What are the respondent's views, ideas and suggestions on the governance model the ministry is proposing?	
What are the respondent's views, ideas and suggestions on the Education Service Payroll Governance Board the ministry is proposing?	

Contract and Relationship Management Questions	Response
What are the respondent's views, ideas and suggestions on the Education Service Payroll Capability Board the ministry is proposing?	
What are the respondent's views, ideas and suggestions on the Education Service Payroll Operational Board the ministry is proposing?	
Relationship Management	
What are the respondent's views, ideas and suggestions on the ministry's approach to separating relationship management roles into leadership, service delivery, and operational?	
What are the respondent's views, ideas and suggestions on the proposed ministry's leadership role?	
What are the respondent's views, ideas and suggestions on the service delivery role being a partnership between the ministry and the vendor?	
What are the respondent's views, ideas and suggestions on the proposed vendor operational management role?	
Business Process Improvement	
What are the respondent's views, ideas and suggestions on the ministry proposed strategic planning approach to business process improvement?	
Risk Management	
What are the respondent's views, ideas and suggestions on the ministry's risk management approach of linking the success of delivering services against the defined business requirements?	

Contract and Relationship Management Questions	Response
What are the respondent's views, ideas and suggestions on having a primary role in the ministry's risk management activities?	
What are the respondent's views, ideas and suggestions on the ministry assessing business and IT process maturity?	
What are the respondent's views, ideas and suggestions on the ministry conducting audits, including security risk assessment?	
Contract Management	
What are the respondent's views, ideas and suggestions on the Education Service Payroll contract structure being based on a master agreement under which are general terms applicable to individual service schedules?	
Reward Innovation	
What are the respondent's views, ideas and suggestions on the ministry intending to create a framework to reward innovation?	
What are the respondent's views, ideas and suggestions on the process maturity model?	
What are the respondent's views, ideas and suggestions on the ministry's approach to improving the business proposition?	

3.4.2 Resources

1. Respondents must provide the following information for the contract and relationship management team for the Education Service Payroll:

Resource Questions	Response	
What is the structure of the team that will manage the contract and relationships for the Education Service Payroll, including staff numbers?		
What are the key roles and responsibilities?	Roles	Responsibilities

2. Respondents must provide the following information for each key person fulfilling a contract and relationship management role:

Key Resource Questions	Response	
Name		
Role on team		
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.		

3.5 Transition project

1. Please refer to the 'Appendix F: Transition Project' in the *RFP* document for the ministry's proposed approach to implement the Education Service Payroll requirements.
2. Respondents must provide detailed information on how the respondent is proposing to manage the vendor scope of the transition project and key project resources.
3. A single comment, such as 'agree' or 'noted', will not enable the ministry to evaluate the response.
4. The response, 'Refer to the executive summary', or similar responses, will not enable the ministry to evaluate the response.
5. A response to one question can be copied and used as the response for another question or questions.
6. The tables can be modified to enable diagrams to be included.
7. If third parties are completing activities, the respondent is to detail the roles and responsibilities of each organisation.

3.5.1 Transition Project Approach

1. Respondents must provide the following information on the 'Transition Project' requirements:

Transition Project Questions	Response
What is the approach to completing the project?	
Is the approach based on a formal project management framework, and if so what framework?	
How do you intend to report on the project, and does it comply with the Prince2 project management methodology?	
What assumptions have been made to develop the approach to the transition project?	
How will the project be tracked and controlled?	
How is communication going to be managed?	

Transition Project Questions	Response
How is change going to be managed?	
How are risks going to identified, mitigated and managed?	
What are the key risks project risks?	
How are issues going to identified, mitigated and managed?	
What are the key project issues?	
What is the approach to managing quality?	
What is the approach to managing configuration?	
What is the approach to managing finances?	
What is the approach to training staff delivering services, Board of Trustee payroll representatives and the ministry's Education Service Payroll staff?	

3.5.2 Resources

1. Respondents must provide the following information for the Education Service Payroll transition project team:

Resource Questions	Response	
What is the structure of the transition project team for the Education Service Payroll, including staff numbers?		
What are the key roles and responsibilities?	Roles	Responsibilities

2. Respondents must provide the following information for each key person fulfilling a transition project role:

Previous Project Questions	Response	
Name		
Role on transition project?		
Detail specific experience, qualifications and/or training that are relevant and the organisations for which they have undertaken this work.		

3.6 Ministry and Government projects

1. Please refer to the 'Appendix G: Ministry and Government Projects' in the *RFP* document for of payroll related initiatives are planned, or currently underway, that may influence the delivery of the Education Service Payroll.
2. Respondents can include any thoughts or ideas the respondent has for assisting the ministry to progress the initiatives.
3. The following table outlines the structure of the response to include the information.
4. Respondents may provide the following information for the ministry and government projects:

Ministry and Government projects		
Initiative	Understanding of impact on delivering Education Service Payroll	Suggestions

3.7 Experience and Supporting Information

3.7.1 Experience

1. The ministry requires information on the experience the respondent has delivering similar services to the requirements defined in the main RFP document and supporting documents.

3.7.1.1 Business Processes

1. Respondents must provide the following information on the organisation's business process outsourcing experience in the context of delivering business process services.

Experience Questions	Response
What is the experience delivering payroll business process outsourcing services in Australia	
Number of sites supported?	
Profile of key sites that are similar to the ministry's requirements (size, distribution, and sector)?	
What is the experience delivering payroll business process outsourcing services in New Zealand?	
Number of sites supported?	
Profile of key sites that are similar to the ministry's requirements (size, distribution, and sector)?	

3.7.1.2 IT Requirements

1. Respondents must provide the following information on the organisation's business process outsourcing experience in the context of delivering and hosting IT solutions that support business processes:

Experience Questions	Response
----------------------	----------

Experience Questions	Response
What is the experience delivering IT solutions in Australia?	
Number of sites supported?	
Profile of key sites that are similar to the ministry's requirements (size, distribution, and sector)?	
What is the experience delivering payroll business process outsourcing services in New Zealand?	
Number of sites supported?	
Profile of key sites that are similar to the ministry's requirements (size, distribution, and sector)?	
What is the relationship with the software provider.	
What is the layout of the data centres, including security perimeter, security zones, location of critical equipment shipping and receiving areas?	
What is the policies and procedures for physical access, including procedures for normal business needs, emergencies, customers and third parties?	
What regulations and standards does the data centre comply with?	
What IT tools are used?	

3.7.1.3 Transition Project

1. Respondents must provide the following information on the organisation's experience completing transition projects:

Experience Questions	Response
----------------------	----------

Experience Questions	Response
What is the previous experience managing projects?	
What previous projects have been transition projects?	
What previous projects have been transition projects that are moving to a payroll business process outsourcing?	
What previous projects have been implementing modern IT systems?	
What previous projects have been converting data from old IT systems to modern IT systems?	
What previous projects have been implementing new business processes or re-engineering business processes?	
What previous projects have included major training for users.	
Describe a situation where a transition project went wrong and the corrective actions that were completed to put the project back on track.	
What programme management methodologies have been used to manage programmes of work?	
What project management methodologies have been used to deliver projects?	
What is the risk management framework used to manage strategic, operational and project risks?	
What is the approach to complying with architectural standard set by an external organisation?	

3.7.2 Site Visits

1. Respondents must nominate at least three existing customers who are willing to provide references and allow site visits. The customer references are to have payroll business process outsourcing services being delivered by the respondent, that are similar to the size and complexity of the services the ministry is seeking.
2. Respondents must provide the following information for the customer references:

Customer Reference One	
Customer name	
Business	
Location	
Customer Contact Person (including title)	
Customer Contact Telephone	
Customer Contact email	
Customer Contact Facsimile	
Services being provided	

Customer Reference Two	
Customer name	
Business	
Location	
Customer Contact Person (including title)	
Customer Contact Telephone	
Customer Contact email	

Customer Reference Two

Customer Contact Facsimile	
Services being provided	

Customer Reference Three

Customer name	
Business	
Location	
Customer Contact Person (including title)	
Customer Contact Telephone	
Customer Contact email	
Customer Contact Facsimile	
Services being provided	
Length of time services have been provided	

3.7.3 Company Information

- The ministry may conduct due diligence on key aspects of the respondents. As part of the response, the respondents must provide copies of the following company documents. These are:
 - organisation chart reflecting all affiliated entities (commonly owned or controlled)
 - list of directors, officers and major shareholders (including permanent addresses)
 - certificate of incorporation
 - constitution

- guarantees held (for example by parent company or shareholders)
- share register
- last three years Annual Reports.

3.7.4 Financial Information

1. The ministry may conduct due diligence on key aspects of the respondents. As part of the response, the respondents must provide copies of the following financial documents. These are:
 - last three years Financial Reports, including balance sheets, income statements, cash flow statements and auditing reports
 - details of securities/incumbencies held by creditors/investors, for example debentures, mortgages (unless included in financial statements)
 - business plans and forecast financial information (including budgets and cash flow forecasts).
2. Any significant changes or variations in financial information should be explained.
3. The ministry will need to contact the auditors. As part of the response, please include the auditor contact details.

3.7.5 Education Sector Information

1. The ministry will assess how the organisation aligns with the outcomes the ministry and the Education Sector is seeking for New Zealanders. Respondents must provide information on their:
 - vision
 - mission
 - values
 - community sponsorship
 - compliance with Govt3 (please refer to the *Sustainable Government Procurement Project Category Reviews* reference document)
 - approach to being carbon neutral
2. Respondents should also provide any other relevant information on fulfilling social, environmental and economic responsibilities.

3.7.6 Third parties

1. If the respondent's proposal includes one or more third parties, the respondent must provide copies of the arrangements between the organisations, including copies of contracts, service level agreements and support agreements in the following table:

Third-party Documents	Section of Response documents refer to	Description

3.7.7 Supporting Documents

1. The respondent must list all documents that support the response in the following table:

Supporting Document	Section of Response documents refer to	Description

4 Pricing Template

1. Please refer to the 'Appendix E: Pricing' in the *Request for Proposal* document for information on the ministry's approach to pricing.
2. Respondents are to identify all costs, and the calculations and assumptions to arrive at those costs.
3. Costs are to be future cash flows.
4. Clearly separate out consumer price index costs and state any assumptions.
5. On-going costs are to be projected annual costs from:
 - July 1 2010
 - July 1 2011
 - July 1 2012
 - July 1 2013
 - July 1 2014.
6. The total costs are to be broken into fixed and variable costs.
7. If unit and rate costs are used, the respondent is to clearly describe the impact of volumes these costs.
8. Capital costs are to be clearly defined and the basis for these costs explained.
9. Total price is to be within the Education Service Payroll funding envelope.
10. All prices quoted must be in New Zealand dollars and exclude GST.
11. Additional information must be inserted as required.
12. Respondents must provide the pricing in the separate pricing template spreadsheet that has been provided on the CD.

*The following section will be a separate spreadsheet.
It is included in this document for approval purposes only.*

4.1 On-going Costs

1. Respondents must provide a summary of the costs in the following table:

Summary of Pricing					
Items	2010	2011	2012	2013	2014
On-going business processes					
On-going IT costs					
Manage Infrastructure					
Manage Secure Hosting Facilities					
Total On-going costs					

2. Respondents must provide the on-going business process costs, and the calculations and assumptions to arrive at these costs, in the following table:

On-going Business Process Costs					
Requirement	2010	2011	2012	2013	2014

Page 70 of 78

3. Respondents must provide the on-going IT costs, and the calculations and assumptions to arrive at these costs, in the following table:

On-going IT Costs					
Manage Education Service Payroll Software	2010	2011	2012	2013	2014
Software Solution <ul style="list-style-type: none"> Please list each software application. If sold by modules or components list the modules or components for each software application. 					
Customisation					
<u>Licensing</u> If relevant, please identify each license required and the on-going cost of that license.					
IT Software Hosting					
Total costs					
Fixed costs					
Variable costs					
Key Assumptions					

On-going IT Costs

Manage Education Service Payroll Software	2010	2011	2012	2013	2014
Calculations <ul style="list-style-type: none"> Pricing Option used Units and Quantity, or Rates other calculation factors. 					

4. Respondents must provide the on-going costs to manage the infrastructure, and the calculations and assumptions to arrive at these costs, in the following table:

Manage Infrastructure	2010	2011	2012	2013	2014

Total Costs					
Fixed costs					
Variable costs					
Key Assumptions					
Calculations <ul style="list-style-type: none"> • Pricing Option used • Units and Quantity, or • Rates • other calculation factors. 					

5. Respondents must provide the on-going costs to manage the secure hosting facilities, in the following table:

Manage Secure Hosting Facilities	2010	2011	2012	2013	2014

Total Costs					
Fixed costs					
Variable costs					
Key Assumptions					
Calculations <ul style="list-style-type: none"> • Pricing Option used • Units and Quantity, or • Rates • other calculation factors. 					

4.2 Transition Project Costs

1. Respondents must provide the transition project costs, and the calculations and assumptions to arrive at these costs, in the following table.

Transition Costs	
Project Management	
Manage project	
Business Processes	
Define business processes	
Design business processes	
Prepare documentation and training material	
Train users	
Support Users	
Other costs	
Business process costs	
Application Software	
Define IT requirements (including functional, non-functional and Policies and standards)	
Design IT solution	
Build solution	

Test Solution	
Roll-out solution	
Prepare documentation and training material	
Train users	
Support Users	
Other costs	
Application software costs	
Key Assumptions	
Calculations <ul style="list-style-type: none"> • Pricing Option used • Units and Quantity, or • Rates • other calculation factors. 	
Hosting (including Data Centres)	
Define requirements	
Design facilities, processes and infrastructure	
Build solution	
Test solution	
Roll-out solution	
Prepare documentation	
On-off Licensing costs	
Train users	

Support Users	
Other costs	
Hosting costs	
Key Assumptions	
Calculations <ul style="list-style-type: none"> • Pricing Option used • Units and Quantity, or • Rates • other calculation factors. 	
Data Conversion	
Define and design data mapping and transformation requirements	
Convert and test data	
Prepare documentation	
Other costs	
Data Conversion costs	
Contract and Relationship Management	
Set-up Governance	
Set-up Relationship Management	
Set-up Business Process Improvement	
Set-up Risk Management	
Set-up Contract Management	

Set-up Reward Innovation	
Other costs	
Contract and Relationship Management costs	
Key Assumptions	
Calculations <ul style="list-style-type: none"> • Pricing Option used • Units and Quantity, or • Rates • other calculation factors. 	
Contingency	
Costs	
Key Assumptions	