

SCMU NO: 04 - 2020/21

REQUEST FOR BIDS

**TERMS OF REFERENCE FOR CONFIGURATION, SUPPORT AND MAINTENANCE OF MANAGEMENT INFORMATION SYSTEM (MIS) AND DECISION SUPPORT SYSTEM (DSS) –
AUTOMATION OF ANNUAL PERFORMANCE PLAN AND STRATEGIC PLAN, EMPLOYEE PERFORMANCE MANAGEMENT, AND ENTERPRISE RISK MANAGEMENT**

ANNEXURE A: Functional Compliance Form

Solution Overview		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
The solution must support preparation of the balanced scorecard model. The solution must contain structures for: scorecards, perspectives, strategic objectives, KPIs. Describe how the solution is constructed to support a balanced scorecard model.		
The solution must also be able to support other management models where performance indicators are involved. What is the modelling flexibility for creating other management models? Describe alternatives.		

The solution may also be used to create management contracts, in addition to scorecards. Describe how management contracts can work together with other management models.		
It must be possible to add initiatives to the solution. Describe the initiative functionality briefly and how it is integrated with the other management models.		
The solution must contain a risk management option. Describe how risk management is part of the overriding management model and how they are connected.		
The solution must have an option for creating rule-based management processes. Describe how it is possible to define management processes and let the solution initiate actions. Examples: Red KPIs must always have comments; a risk evaluation is not completed by the deadline, etc.		
The solution should cascade organizational performance to the individual level, where roles, responsibilities, contributions, and performance are clearly understood.		

Operation and Administration of Management Process		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
ETDP-SETA wishes to purchase an 'off-the-shelf' product for Performance Management. Describe to what extent the solution is a standard off-the-shelf product. Describe whether the solution can put to use as is, or if technical skill is necessary to set up the management model and visualize it.		
Describe which parts of the solution are administrated by IT/technical personnel and which parts are administrated by business/non-technical personnel.		
It is desired that the management structure can be maintained in a central location. It should be possible to create “management model templates” that can easily be distributed or copied to individual units so that it is not necessary to create the entire management model many times. Describe how this can be done and show examples.		

Are there pre-defined libraries/templates that can be used in the solution?		
How are variations in management processes handled? Example: a KPI can be common for all units except for one unit that may deviate somewhat from the common KPI. How is this handled by the solution? Describe.		
It must be possible to express all management objects (scorecard, perspective, strategic objective, KPI, initiative, risk assessment, etc.) visually. Describe how the visual expression (graphic interface) is created. How is the management information “assembled” on the different management object pages? Describe how this is done in the solution using examples.		
The solution shall serve as a comprehensive management portal and gather all performance management information in one place. Describe how this is done.		
Describe navigation options in the solution. How does one navigate between the management model elements, periods, organizations, and KPIs for different organizations?		

The solution must have the flexibility to add additional fields to each management object, in addition to those that are standard (expand the model). For example, it should be possible to expand the KPI concept with new fields such as person, e-mail, values, description, dates, lists, etc. Additional fields on management objects will be used in visualization on the web and in connection with document reporting. Describe how additional fields are added and maintained on management objects.		
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Requirements for Scorecard		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
The solution must not have any limitations in the number of perspectives, strategic objectives, or KPIs that can be used.		
The solution must contain weighting of KPIs so it is possible to have weighted traffic light results on overlying levels (strategic objectives and perspectives).		
The solution shall contain good functionality for setting traffic lights. How are limits handled over time (periodic limits), absolute values, dynamic values (based on relative results). Describe the functionality for calculating traffic lights.		
The solution must support a combination of results for calculating traffic light colour. Example: values from KPIs in combination with e.g. progress of an initiative. How are complex traffic light calculations supported? Describe.		
It must be possible to set traffic lights manually. Describe how this is possible.		

It must be possible to navigate from an overlying scorecard down through the structure to perspectives, strategic objectives, and KPIs. A “drill down” functionality from the KPI is also desired, in order to see underlying data. Describe the functionality		
Some KPIs are of a more qualitative nature, i.e. it is not possible to set a numeric value that expresses goal achievement on the KPI. Describe how qualitative KPIs are handled.		
In addition to the scorecard, we wish to produce and follow up our letter of allotment in the solution. How can this be done? Describe.		
The scorecard must support different time frequencies and periods. A scorecard must be able to have KPIs that can be measured in time periods that deviate from the scorecard’s reporting period. Describe how time periods are handled.		
The must should have functionality for showing trend. Describe the procedure for creating trend arrows		
During creation of scorecards a 'publishing' functionality that makes it possible to set KPIs active or inactive is desired. Describe how this is done.		
It must be easy to impart ETDP-SETA's vision and main goal to all employees via the solution. It must be possible to see the vision and main goals for all business units.		

It must be simple to find descriptions of the individual KPIs, including the reason for measuring, person responsible, data source, frequency, and measurement levels for red, yellow, and green.		
It must be possible to perform benchmarking in the solution. Describe the approach and ranking criteria.		
The solution must have functionality for displaying strategy maps, including cause and effect relationships between the strategic objectives. It must be possible to see result achievement for strategic objectives in the strategy map using traffic lights (red, yellow, and green).		
It must be possible to navigate from an overriding strategy map to other units' strategy maps or underlying data for each strategic objective. Describe the navigation options.		
It must be possible to get a quick overview over deviations (e.g. red lights, initiatives that are not completed, etc.). Describe how this can be visualized.		
It must be possible to connect comments to each KPI. It must be possible to show comments for the current period and several previous periods at the same time.		
It must be possible to create separate comment categories for each KPI. Example: a comment category for 'Deviation explanation',		

another comment category for 'Consequences for the year'.		
The solution must have functionality for viewing who has registered a certain comment.		

Initiative and Project Management		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
The solution must have functionality for following up initiatives. Describe how initiatives can be use in the solution to follow up results.		
An initiative must at least consist of activities and milestones. Describe the contents of an initiative.		
An initiative is made up of many activities. Describe how a structure can be created in an initiative using sub-activities and checklists.		
It must be possible to assign responsibility for an initiative or parts of one to specific persons.		
It must be possible to link an initiative to one or more management objects (e.g. KPIs). Describe whether the solution contains such a one-to-many relationship and show how an initiative can be linked to several KPIs.		
The solution must warn those who are involved in an initiative of deadlines and updates via e-mail.		

It must be possible to link comments and documentation to an initiative (e.g. project plans and relevant documents).		
It must be possible to link initiative functionality to 3rd party project management tools such as MS Project Server. Describe.		
Describe the functionality in the system, if any, for meeting agendas, minutes, meeting history, and relevant documents. It must be possible to link such functionality to existing e-mail and calendar solutions in our application portfolio.		
In many cases it is desired that initiatives be included in traffic light setting in the management model. Describe how initiatives are included in how the traffic lights in the solution are controlled.		
What options are there for listing the initiatives in reports (Word, PowerPoint)? Describe.		

Risk and Quality Management		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
Risk management is an important part of Performance Management. Describe how Risk Management is incorporated into the solution.		
It must be possible to link a risk assessment to one or more management objects (e.g. strategic objective). Describe whether the solution contains such a one-to-many relationship and show how a risk assessment can be linked to several strategic objectives.		
Risk factors are to be visualized in a risk chart. Describe this functionality.		
It must be possible to create an initiative/measure on a risk factor in order to reduce the chance of the risk factor occurring. Describe how risk reducing measures can be added to a risk factor and how they can be followed up over time.		
It must be possible to define a budget of resources for a risk reducing measure and report on the actual consumption.		

It must be possible to manually place a risk factor in the risk chart (based on an estimate).		
Describe how risk can be escalated in the organization.		
A consequence scale is linked to a risk chart. How can a consequence scale be defined and displayed in the solution?		
What options are there to list risk assessments in a report (Word, PowerPoint)? Describe.		
The solution must support ISO 9001 (Quality Management) end-to-end		

Process Support		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
It is desired that the solution contains support for business process management. ETDP-SETA wants to define a set of management rules / principles to be followed. These rules must be set into production in the solution. Describe how management rules can be defined and the process support the solution provides for monitoring management rules.		
Describe the process support for identifying deviations and taking corrective measures (e.g. red KPIs that are not commented).		
Describe the process support for incomplete management activities (e.g. initiatives that are not completed within the planned deadlines, risk assessments that are not implemented as planned).		
Describe the process support for validation of results (e.g. lack of data on a KPI).		
On deviation from / violation of management rules, what actions can the system initiate? Describe		

Reporting and Analysis		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
It must be possible to present the management model in report form (Word, PowerPoint). Describe and show examples.		
It must be possible to send reports to specified persons or to the archive via e-mail at predefined intervals.		
It must be possible to send reports via e-mail when events occur.		
The solution must have extensive functionality for creating reports. Describe the reporting functionality		
It must be possible for reports to consist of text, numbers, goal achievement, tables, graphs, comments, risk assessments, and initiatives.		
Describe the functionality for reporting based on allotment letters from the ministry. How can reports that show implementation of allotment letters be created?		
It must be possible to print a report with a complete table of contents to simplify the use of the report. Does the solution support generation of table of contents? Describe.		

It must at least be possible to print reports directly in Word/ PDF format. Describe formatting options.		
It must be possible to generate reports directly in MS PowerPoint. What support is there for generating reports for management meetings, e.g. showing all KPIs with related comments in an MS PowerPoint file? Describe.		
It must be possible to 'lock' reports as a snapshot for posterity, while at the same time being able to include corrected information. Describe the options for reporting a specific time, as well as reporting the data "here and now".		
It should be possible to distribute reports to individuals or groups of employees or make them available via scorecards, perspectives, strategic objectives, or KPIs. Describe how reports can be distributed.		
The tool must be able to make reports from 3rd party reporting tools available. Describe how reports from other IT tools can be integrated in the solution (web reports and document reports).		
The solution should be able to support multidimensional data from OLAP cubes. Describe support for multidimensional analysis.		

Data Acquisition		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
The solution must have an option for automatic data acquisition (ETL) from other data systems. Is a proprietary ETL tool included or is it based on a 3rd party tool? Describe the solution and functionality.		
The solution must be able to retrieve data from ETDP-SETA's existing systems. Is there a predefined integration (adaptation) for this?		
It must be possible to collect data at fixed times. Describe options for the timing of data collection.		
Errors and discrepancies in data collection (automated and manual) must be logged and reported to the operator. Describe the process.		
It must be possible to reset the transferred data on errors and discrepancies. Describe the procedure.		
On automated data acquisition it must be possible to establish processing rules for aggregation and transformation of data.		

Processing rules must be readily available and verifiable. Describe the procedure.		
The solution must be able to retrieve data from a survey that has been carried out previously by ETDP-SETA (from Excel format).		
The solution must have functionality for manual data collection. Describe the options for manual data collection in the solution.		
It must be possible to collect data from many of ETDP-SETA's employees via a simple web-based form.		
In connection with manual data acquisition it must be possible to retrieve information both in numeric form and as textual evaluations.		
In connection with manual data collection in a form, it must be possible to present values from previous periods. Describe which options exist concerning question types.		
It must be simple for the person creating a form for manual data collection to be able to decide who (individuals or groups) should reply to the form, and notification shall be given via e-mail.		
The person creating a form must be able to appoint another as responsible for data collection (normally those responsible for related KPIs).		

It should be simple for the person responsible for the data collection to get an overview of missing responses.		
It must be possible to create automatic reminders via e-mail on missing response. Describe the solution's mechanisms for following up.		
It must be possible to create forms with fixed frequencies for data collection (e.g. quarterly or monthly).		
The solution contains functionality for verifying the data from the forms.		
When the data has been registered, KPI values must be updated automatically.		
The solution should contain an option for registering values directly on individual KPIs. Describe options for direct registration on an individual KPI.		
It should be possible to collect qualitative data in connection with surveys. Does the solution support collection of survey data? Describe the solution.		

Access control and operations		
Description	Comply Yes/No	Describe how this requirement can be implemented in your solution
It should be possible to define your own help texts in the user interface.		
Since administration of the solution will be distributed among several people it is required that the administration tool (used to establish and maintain the solution) be a multi-user solution (concurrent users).		
It must be possible to give different access rights to different administrators.		
ETDP-SETA should be able to configure menus and texts in the user interface so that our own terms can be used.		
The administrator can easily read, modify, and delete data from the solution. It must be possible to limit access to do so.		
The solution must be able to aggregate management data and handle logic. Does this have to be predefined in the data warehouse/cube, or does the solution have functionality for aggregating and calculating? Describe.		

ETDP-SETA must be able to handle maintenance and upgrading to new versions of the software. Describe the upgrading process.		
Each user of the solution must be authenticated individually before he/she is given access the solution. Authentication is to be done by the user entering user name and password.		
User identity is the key to accessing organization levels, scorecards, KPIs, drill-downs, reports, initiatives, and comments.		
It must be possible to regulate access according to which operations each user should be able to perform on data fields (read, write, modify, or delete).		
The solution must have role-based access control so that predefined roles determine what access the user has.		
After a period without activity by a user, the solution must perform authentication again before the user is given access to the solution.		
The solution must have functionality to limit access to data that requires approval before it is made public.		
The solution must have functionality for logging activity in the solution, including logging of the user who performed the change or deletion and the time when it was done. Describe the logging functionality.		

The solution should have support for catalogue services such as LDAP or AD authentication. Describe how LDAP and AD are supported.		
The solution must have a security certification from a well-recognised organisation. Please attach such Report or Certificate.		

Signature: _____

Name: _____

Role: _____

Date: / / 2020