

Human Resource Information Management System (HRIMS)
Request for Proposal No.: DEOD202409

1. Business Requirements

1.1. Business Opportunity

The Department of Employee & Organizational Development has an outdated Human Resource Information Management System (HRIMS) plus many manual processes supported through different methods of data storage and retrieval, i.e. MS Word, MS Excel. All processes are not integrated, and data entry is not efficient and prone to error. This project is looking to provide a fully integrated Human Resources application that will allow the Department to strive for excellence in service provision utilizing artificial intelligence (AI) i.e. automation of tasks to reduce time, maximize productivity, reduce risk of human error.

1.2. Business Benefits

1.2.1 Improved and/or more streamlined service delivery

- i. Use of artificial intelligence and efficient tools to be utilized allowing the more efficient use of existing resources
 - 1. The number of job applications processed per month will increase
 - 2. Time spent and effort incurred will be reduced when maintaining compliance to regulatory acts
 - 3. Deliver consistent, reliable, professional service through reduced manual processes and therefore reduced manual effort
- ii. Online data entry and access to information will produce accurate and timely reporting. For decision making
 - 1. The number of workflow errors will be reduced by detecting errors at the start of the process
 - 2. Department performance and service delivery information will be readily available and accessible to stakeholders via dashboards. In addition, enabling the Department to utilize online benchmarking to allocate resources more efficiently and therefore reduce response times

1.2.2 Reduced cost of operation

- i. Reduced reliance on vendor support due to a more efficient system functionality and better use of internal resource
- ii. Reduced time/effort to extract data and prepare custom reports (salary costs)
- iii. Reduced time/effort of re-keying of information (hidden tangibles)

1.2.3 Increase efficiencies

Not applicable to the Department of Employee and Organizational Development

- i. Better management information - ability to track the training and development of an employee through the employee life cycle (from hiring to termination)
- ii. Provide consistent demographic data throughout employee tenure
- iii. Alignment with Performance Evaluation Objectives
- iv. Provide for “best-fit” searches regarding skills and requirements
- v. Automatically generate training ticklers and auto-notifications to participants regarding course changes (e.g. date, location, vcon links)
- vi. Management of web-based training materials
- vii. Creation and management of annual course calendar

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- viii. Management of course schedules, wait lists and re-booking, integration with Outlook (or other) calendars (Add to calendar function)
- ix. Delivery of post course evaluations and surveys
- x. Ability to automate and monitor course registration, authorization and attendance
- xi. Statistical reporting
- xii. Budgetary forecasting
- xiii. Enterprise government forecasting
- xiv. Employee gap analysis with 360 feedback
- xv. Report on the use of resources more strategically based on improved quality of data collection
- xvi. Provide services that may be customized due to improved information
- xvii. Reliability in information and efficient reporting

1.2.4 High-Level

- i. User experience
- ii. Reporting capabilities
- iii. Cost of ownership
- iv. Product roadmap
- v. Vendor's track record and viability
- vi. Integration capabilities with Enterprise One (E1)
- vii. Customer support

1.2.5 High Level Scope Requirements

- i. HRIMS /Employee Records
- ii. Payroll (integrate with E1)
- iii. Benefits Administration – Self-service
- iv. Recruiting/Onboarding
- v. Attendance (vacation)
- vi. Applicant Tracking
- vii. Performance Management
- viii. Succession Planning
- ix. Learning Management
- x. Employee Engagement

2. Critical Requirements

2.2. Critical Human Resource Operations Requirements

Ref.	Description	Proposed Definitions
a)	User friendly	The application should be intuitive with online help, context-sensitive help and back up PDF manuals/ training materials.
b)	Same Interface for everyone	The Department of Employee & Organizational Development (DE&OD) is made up of many subsections (see organization chart, Annex III), the system should provide the same interface for everyone regardless of the job role or department function.
c)	Vacancy File Tracking	The ability to track job vacancies from creation to fulfillment with ongoing monitoring to identify where the vacancy 'file' is and the status. Information should include the reason for vacancy, the date the post

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		became vacant, the date the post was filled and the date the advert was requested.
D)	Candidate Tracking	<p>With use of AI the system should have the ability to record and track details of the applicants and highlight any previous applications, identify the most qualified candidate(s) from a pool of applications.</p> <p>The system should take into account closing dates and detail the number of applicants acknowledged. Detailing information on who applied, when he/she applied, post applied for, reason for lack of success, address and telephone #s, stage of vacancy file, name and contact # of Designated Recruitment Manager (DRM), date of X-View, # of persons short-listed.</p> <p>Tracking is required from application through training and development, job changes, to end of employment. The system should be able to reactivate an employee if employee left government employment and returned at a later date.</p> <p>The system should be able to transition an employee from active to retirement or terminated status.</p>
e)	Electronic Job Description	All job descriptions should be creatable and maintainable electronically with the ability for version control. The required version should be available for publishing in an industry standard read only format. For example, electronic copies of the most recent job description should be attached to a position ID so that it may be sent to an applicant with minimal administrative effort. It should include competencies required.
f)	Information Updates Reports Automatically	As job vacancies, applications, recruitment, training and performance reviews are conducted and documented, the summary information required on reports should be updated automatically.
g)	Electronic Performance Management Document (PA, PDP, FJP, Probation Reports) / PIP	<p>All performance management documents should be creatable and maintainable electronically with the ability for tracking, version and status control and the capability of sorting by department and ministry. The required version should be completed online and available for publishing in an industry standard read-only format for electronic distribution to stakeholders (e.g.) Heads of Departments indicating team members requiring PAs and Objectives. Other examples of documents are Professional Development Plans (PDPs), Probation reports and Performance Improvement Program (PIP). Probation reports are performance documents used during a new hire's probationary period which is to be inclusive of the employee's performance data.</p> <p>The ability to complete appraisals and FJPs online and then insert the training needs as outlined in the FJPs into a report.</p> <p>Ability to print appraisals showing the employee and manager comments objectives, competencies and final comments</p> <p>Also, to have the ability to report the number of appraisals and FJPs received as a report or chart.</p> <p>Must have the ability to create multiple workflows due to negotiating bodies</p> <p>AI specific</p> <ul style="list-style-type: none"> • Performance Management <ul style="list-style-type: none"> ○ Continuous feedback

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		<ul style="list-style-type: none"> ○ Objective performance evaluation ○ Goal setting and tracking
h)	Contract Worker Tracking / Bursary Student Tracking (seasonal work)	In addition to full-time employee tracking, the system should have the ability to categorize and then track workers that are on a contract with a start and end date. The system should prompt DE&OD staff to contact the department about grooming a trainee or existing employee. Also, an automatic reminder of six (6) months prior to the termination date of a contract.
i)	Improves Process Efficiency	The use of AI to assist with improvement and modification of current business processes for efficiency.
j)	Recruitment	<p>Create requisitions based on criteria i.e. Pay grade, negotiating body. Online shortlisting (AI assisted), online assessments, interview scheduling, interview question bank.</p> <p>Digital onboarding</p> <p>AI specific</p> <ul style="list-style-type: none"> ● Recruitment and Talent Acquisition <ul style="list-style-type: none"> ○ Resume screening ○ Candidate matching ○ Predictive analytics ○ Interview automation ○ Shortlisting ○ Pre-sift of applications in conjunction with job description ○ Reference personal/job specification ○ Identify internal employees for promotion/recruitment ● Onboarding <ul style="list-style-type: none"> ○ Personalized onboarding ○ Virtual assistant ○ Automated document management ● Off boarding <ul style="list-style-type: none"> ○ Exit interview
k)	Employee setup	Setting up an employee from date of application, i.e. generate information for offer letter and integrate with E1 to avoid redundancy
l)	Reports	Monthly reporting of vacant posts, difficult to fill posts, outstanding probation reports, length of time posts has been vacant and time to hire reports to key stakeholders
m)	Statistical Reporting	Should capture information by ministry, department, section, negotiating body, employee, residency status, gender, race or any other data point needed to facilitate recruitment or Cabinet requirements Ability to generate organizational charts by ministry and department
n)	Financial Reporting	Should capture the expenses incurred for costs associated with recruitment, i.e. travel, settlement allowance, freight allowance, etc.
o)	Trend Analysis	Reporting of an employee's length of service, retirement due to age, service or posts with contracts due to expire for succession planning.
p)	Succession Analysis	Track the number of type (position) and details of each transition / promotion (i.e. bursary to trainee/designate to substantive, or PDP success).

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q)	Dashboards/KPIs	The ability to monitor trends for recruitment, employee performance, workforce demographics, workforce diversity, employee development.
r)	Communication	Automatic notification of status of application to candidate and line manager when workflow progresses.

2.2.1 Critical Training Requirements

Ref.	Description	Proposed Definitions
a)	Training Course Information Repository	A secure online database is required to create, maintain and manage training course information. Including all trainee contract and development plans. Ability to house custom eLearning content.
b)	Track Employee	Application through training and development, job changes to end of employment. System should be able to reactivate an employee if employee left government employment and returned at a later date. The system should be able to transition an employee from active to retirement or terminated status.
c)	Interface Needs	The software should have an interface to feed into the Enterprise Resource Planning (ERP) system, and Outlook or other calendar systems.
d)	Training Employee Set Up	Employee demographic data should be set up once and this information would be accessible for all training sessions.
e)	Education Tracking	Record employee's professional certification at time of employment. Notify when certification(s) is due to expire where applicable. Update with certification and training acquired while employed. Track the application and training attendance (in-house or 3 rd party).
f)	Training Attendance List	The system should support the creation and maintenance of training attendance lists without the need to re-enter previously entered information.
g)	Workflow	Monitor course registration, authorization, attendance, evaluation Completion reports accessible per user (for CPD verification), Department, and Ministry Completion certificate functionality for programmes System update process Send messages to appropriate person when action is not taken in allotted time frame
h)	Statistical Reporting	Should capture information by ministry, department, section, negotiating body, employee, residency status, gender, race or any other data point needed to facilitate training, planning or Cabinet requirements.
i)	Financial Reporting	Should capture expenses incurred for training programs, Trainee and educational and certification cost. The cost of hosting a training session, including but not limited to facility, refreshments, manuals and instructor cost.
j)	Dashboard/KPIs	The ability to monitor trends and performance with training attendance, signups for all training, course completion, learner satisfaction, job performance impact, employee development.

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k)	Functional Interface	Registration – easy processing from course selection through to registering (full automation).
l)	Budget Forecast	The need for the ability to extract historical financial cost from the software to assist with future budgets
m)	Delivery of Training Program	Track registration Analytical tools Forecast training needs Automated waiting list Grant departments restricted access to training data Track training cost AI specific <ul style="list-style-type: none"> • Learning and Development <ul style="list-style-type: none"> ○ Personalized learning paths ○ Content curation ○ Learning analytics
n)	Communication	Reminders when actions need to be taken for an employee in the training programme Notifications send to confirm registration of course
o)	Contribute to planning and management of annual Public Service Training Programs	Online registration Mobile application for portability and improved access (especially for employees without access to a workstation)
p)	Design of Training Program	Electronic needs assessment Electronic evaluation Course design software
q)	Coordination of Bursary and Designate: Tracking of Bursary/Trainee/designate	Sponsoring department Graduation date Designation Bonding period Amount to be paid Penalty for no completion
r)	Tracking of Trainee Progress	Present position Start and end date of contract Development Plan Professional exam date Evaluation and probation report Cost of training and study leave
s)	Contribute to the development and implementation of Policies and Procedures	Develop template for policies and procedures Training request procedure New position ID request procedure
t)	Training and Development Management	Workflow support Monitoring and control Simple organization-wide availability of all seminars

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		<p>Creation of waitlists and re-booking for seminars</p> <p>Automatic process-oriented emails</p> <p>Creation of multi-stage training programs</p> <p>Requirements check for participants</p> <p>Meaningful reports and cost controlling</p> <p>Post evaluation follow up</p>
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2.2.2 Configurations/Customization

Ref.	Description	Proposed Definitions
a)	Integration	<p>Ability to integrate with source payroll system Enterprise One (E1)</p> <p>Single sign-on (SSO) capability</p> <p>Integration with DocuSign for contract signing and onboarding documentation</p>
b)	Internal and External Application Submission	To have the option of advertising online internally (internal staff, trainee and Bursary only) and externally (public access) with the option of a mobile app.
c)	Workflows	<p>Ability to create multiple versions of application forms based on the various union requirements, including bursary applications</p> <p>Ability to create or change multiple selection steps used for the recruitment process based on various union requirements and performance management.</p>
d)	Communication	<p>Electronic notifications</p> <p>Acknowledgment of receipt of application submission</p> <p>Scheduling of interviews, assessments, request for references, security vetting etc.</p> <p>Rejection notification</p>
e)	Restricted Access	Ability to restrict user access by department and by requisition.
f)	System Changes	<p>Ability to add, remove or change department and ministry names due to Cabinet shuffle</p> <p>Ability to change the groupings of departments by ministry</p>

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ANNEX I

SAMPLE KPIs

INDICATORS	DESCRIPTIONS
Average time to fill a job vacancy	Tracks how efficient the hiring process is in terms of resources used to fill a vacant post
Percentage of bursary students and trainees appointed (aligns with succession planning)	Measures the success of the bursary and trainee schemes to train Bermudians for appointment to post
Percentage graduation rate (aligns with leadership programme)	Measures leadership programme completion rate
Internal Promotions vs External Hires	This ratio measures how many people already working at a company are considered for internal promotion versus the number of externally attracted people. Can be effective when looking at organizational succession planning
Percentage of workforce above and below performance standards	This measure keeps tabs on the amount of high-performing and low-performing employees in the organization
Length of service	The average length of time an employee spends with the company helps determine employee satisfaction and retention
Salary Competitiveness Ratio (SCR)	Used to evaluate the competitiveness of compensation options. Can be determined by dividing the average company salary by the average salary offered from competitors or by the rest of the industry
Attrition rate	Helps a company figure out how successful they are at retaining talent. Determined by dividing the number of employees who left the company in a given period by the average number of employees in that time period
Internal promotion rate	Internal promotions indicate successful retention and growth of top performers
Retirement Rate	Important for any organization developing a strategic workforce plan. Can be calculated by looking at the number of employees who retired as a percentage of the headcount.

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ANNEX II

REPORTS

- Establishment List
- Points Evaluation List
- Number of Vacant Posts Per Negotiating Body Per Department
- Number of Active Posts Per Department including total annual salary
- Possible Retirees
- Total Annual Salary per Fiscal Year
- Number of Government Employees
- Number of Contract Workers (Consultants)
- Long Service
- Terminated Employees for the Period
- Vacant Posts with the time Post has been Vacant

Recruitment

- Ability to filter reports by criteria i.e. number of posts filled between January and March, average time to fill internal recruitments, post filled by Bermudians vs non-Bermudians.
- Statistical reports to determine what advertisement methods generated the most applicant activity or the most suitable applicants. I'm guessing this will only work when sites can connect directly to the system or have it as a prescreening question (where did you see this ad)

Establishment List

- PID changes made in a certain period. It would be useful during budget time to know what has been changed without having to go line by line or referring to PID forms submitted.
- Service dates within a department vs in Government as a whole.

