

Report to

To: Corporate Services Committee
From: Jacqueline Davison, Deputy City Manager, Enterprise Supports
Subject: Human Resources Information System (HRIS) Implementation
Partner Successful Proponent – RFP 2022-080
Date: November 28, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Enterprise Supports, with the concurrence of representatives from Information Technology Services and Finance Supports, the following actions **BE TAKEN** with respect to the SAP SuccessFactors, Human Resources Information Systems (HRIS) Implementation:

- a) The proposal for implementation partnership, submitted by Price Waterhouse Coopers LLP (PWC), 99 Bank Street, Suite 710, Ottawa, Ontario, K1P 1E4 **BE ACCEPTED** in accordance with the Procurement of Goods and Services Policy;
- b) The financing for this project **BE APPROVED** as set out in the Sources of Financing Report attached, hereto, as Appendix A;
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this purchase, and;
- d) The approval hereby given **BE CONDITIONAL** upon the City of London (The Corporation) entering a formal contract, agreement or having a purchase order relating to the subject matter of this approval.

Executive Summary

The purpose of this report is to seek approval from City Council, to award the Implementation Partnership for the SuccessFactors HRIS system to PWC, at the proposed cost of \$1,348,000.00 (exclusive H.S.T).

The Corporation, over the past many years, has grown in size and complexity. Similarly, the size and complexity of the Corporation's workforce has grown.

The Corporation conducted a Request for Proposal ('RFP') in November 2021 and identified SAP Canada Inc as the successful proponent. It has been identified that this solution will allow the Corporation to reduce manual processes that are currently utilized and provide a powerful tool for tracking, reporting, and analyzing People Services related functions.

In order to ensure the effective and efficient implementation of SAP Success Factors the Corporation conducted an additional Request for Proposal ('RFP') to identify an Implementation Partner and identified PWC as the successful proponent. As an identified "Platinum Partner" for SAP SuccessFactors implementation, PWC provides streamlined implementation programs; prebuilt data migrations tools and resources; as well as knowledge, skills and experience. The Corporation requires an implementation partner to ensure the success and timely delivery of SAP SuccessFactors implementation.

Linkage to the Corporate Strategic Plan

Council's Strategic Plan for the City of London identifies several strategic areas of focus including 'Leading in Public Service'. This undertaking supports the following specific strategies outlined in the 2019 - 2023 Strategic Plan:

- Increase the use of technology to improve service delivery: continue to maintain, build, and enhance a high-performing and secure computing environment;
- Attract and retain a talented workforce;
- Maintain a safe and healthy workplace; and,
- Enhance the ability to respond to new and emerging technologies and best practices: deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.

Analysis

1.0 Background Information

1.1 Background Reports

- 2022 – 2023 Multi Year Budget City of London – Business Case #11
- Human Resources Information System Software Acquisition - RFP21-09

2.0 Discussion and Considerations

2.1 RFP Response

In response to the RFP, PWC met the requirements of the evaluation committee and presented a proposal that will support the Corporation in moving forward with the migration. With offices located across Canada PWC has assisted similar employers such as, City of Saskatoon and Toronto Hydro with the implementation and upgrades to their SuccessFactors platforms. They also have extensive experience assisting the private sector with SuccessFactors implementations. During 110 years in business, they have focused on consulting, HRIS strategies, migrations, and enterprise content management, along with process automation and innovation for businesses in the Private and Public Sector.

Key elements of their proposal include the following:

- Proven experience in working with municipalities;
- Proven experience in delivering SAP SuccessFactors Implementations;
- Robust infrastructure and application support post-implementation; and
- A sound project management methodology.

In their proposal, PWC demonstrated a thorough understanding of the challenges associated with the implementation of SuccessFactors, and provided strategies to overcome potential challenges, confirming their suitability for this engagement. They also emphasized clear data migration strategies and a focus on consistent user experience to ensure a high level of end-user adoption and acceptance. A key element of their proposal included demonstrating value to the Corporation through regular communication, project governance, high-value data transfer tools and phase evaluation methodologies.

2.2 Procurement Process

After the RFP was posted, there were seven (7) Addenda issued to respond to questions, inquiries, and requests for clarification. When the RFP closed, five (5) compliant submissions were received.

A two (2) envelope RFP process was used – one envelope contained the technical project proposal and the second contained the pricing proposal.

Eight (8) evaluation committee representatives from the People Services, Information Technology Services and Financial Supports evaluated the five (5) submissions based on the technical criteria outlined in the document. At the end of this process, two (2) proponents passed a threshold to review pricing and undergo the interview process. Following which, the proponent with the highest score, demonstrating their ability to fully meet the Corporation’s requirements, was PWC. The pricing for their proposal amounts to \$1,348,000.00 (exclusive H.S.T.).

3.0 Financial Impact

The capital expenditure to fund the HRIS migration project was approved in the 2020-2023 Multi-Year Budget and the Source of Financing is attached as Appendix A.

Conclusion

To conclude, the Corporation is prepared to implement the HRIS System SAP SuccessFactors along with an implementation partner. As such, they have undergone the formal RFP process wherein PWC has been identified as the successful proponent. The Corporation has identified, secured and prepared a budget to purchase the services of PWC to begin implementation. The cost of PWC’s proposal is within the Corporation’s identified range of costs.

Prepared by:	Coulter Jasnich – HRIS Specialist, People Services Lucy Amaral – Senior Specialist, People Services
Submitted by:	Michael Goldrup – Director, People Services
Concurred by:	Mat Daley, Director of Information Technology Services
Recommended by:	Jacqueline Davison – Deputy City Manager, Enterprise Supports

Appendix “A” – Excerpt from Capital Monitoring 2022 Mid-Year Workbook

APPENDIX A: Excerpt from “Capital Monitoring 2022 Mid-Year Workbook”

Line Type	Business Unit	BU Description	Original Budget Year	Budget	Actual	Variance	Project Manager	Service Program Description	Expected Completion	Project Stage	Status	Explanation
Project	GG1050HRIS	HUMAN CAPITAL MANAGEMENT - System	2016	1,998,000.00	36,263.74	1,961,736.26	C. Jasnich	Corporate, Oper & Council Serv	2024	Initiation	On Track	Software purchases. RFP for implementation partner developed and issued. Funding needed until all costs of full implementation are known.