Ontario Northland

555 Oak Street East
North Bay, Ontario
P1B 8L3

555, rue Oak Est
North Bay (Ontario)
P1B 8L3

Tel: 1-800-363-7512
www.ontarionorthland.ca

November 7, 2023

Addendum No. 01

File Reference Number: NRFP 2023 047

Title: Enterprise Resource Planning Solution

RE: Clarifications/Questions

Please refer to the following information / clarifications:

Business Imperatives:

Question 1: Can you share any defined guiding principles for this ERP modernization program? (e.g., integrated ERP platform vs. combination solution, MVP-type deployment approach vs. big-bang, level of time-commitment from the staff, level of governance, etc.).

Answer: ONTC guiding principles for major IT solutions:

- **Cloud-first approach to solutions.** We look to cloud/SaaS services first while recognizing we have a hybrid environment.
- **MVP (minimal viable product) approach.** We start with meeting our core requirements and then grow from there.
- **Controlled technical diversity.** We avoid duplication of functionality in the services we support and look to limit the number of systems in our IT landscape.
- **Integrated project and change management.** We integrate project and change management methodologies from the start of the program.
- **Dedicated resources.** We work to fully allocate resources to the program, allowing them to contribute to its success.

Question 2: ERP programs are often multiyear initiatives and have several milestones. Could you share the expected/anticipated start and end dates for the ERP program?

Answer: ONTC anticipates an Autumn 2024 start date with a 48-month expected time to completion. Additional milestones are yet to be determined. Guidance is expected from respondents.

Technical Data:

Question 3: We understand that existing and historical ERP data (beyond open objects/items) would likely need to be migrated to the new ERP. Can you share what level of data conversion/ migration is expected and for what period?

Answer: Data conversion/migration expectations will be discussed during the discovery phase. Typically for a new deployment, ONTC does not migrate historical data as data from the old system is exported into a flat database and the new system is used going forward.

Question 4: Are you open to combination solutions, or only integrated platforms?

Answer: ONTC has structured this procurement as a Negotiated RFP to solicit responses based on what the respondent feels will best suit ONTC's needs. If a combination of solutions is proposed, all details, including pricing, need to include all proposed solutions. Refer to Part 4 Section 3 – Future State Vision and Part 4 Section 8 – Non-Functional Requirements of the NRFP document for details.

Process / Decision-Making:

Question 5: Please confirm if we are good to submit a supplement to the response via a PowerPoint (along with the filled excel sheets as required by the NRFP).

Answer: Yes, supplementary information via a PowerPoint is acceptable. Any supplemental information should be clearly stated in your response, so it is easy and clear for ONTC to evaluate.

Question 6: Could you provide your NRFP decision-making framework across strategic/functional/ technical/data/experience/etc., so that we can provide relevant information. This will also help us in short-listing what product is the right one to showcase as part of our bid.

Answer: Please refer to Part 3 – Section 1 – NRFP Datasheet for details on the evaluation criteria. Any supplemental information should be clearly stated in your response, so it is easy and clear for ONTC to evaluate.

Question 7: How are you planning to score the respondent across both product and system integration (SI) capabilities. For example, aspects such as implementation methodology, experience, expertise of resources, type of program mgmt., etc. are SI capabilities regardless of the ERP product.

Answer: Please refer to Part 3 – Section 1 – NRFP Datasheet for details on the evaluation criteria.

Question 8: Can you please elaborate the selection process for this NRFP in more detail - Q&A window closure, product demo needs, vendor qualification calls, etc. and any associated milestones to this?

Answer: Please refer to Part 1 - Section 6 – Proposal Evaluation of the NRFP which details the evaluation and selection process.

Question 9: Requirements have been categorized as CRITICAL, CORE, and DESIRED - is there a minimum response level that must be achieved in any of these categories to be considered for selection?

Answer: Please refer to Part 3 - Section 1 – NRFP Data Sheet for the evaluation criteria. Respondents must score a minimum of 70% in Stage II of the evaluation to qualify for shortlist consideration.

Scope / Effort:

Question 10: Can you please confirm if any of the common pre-implementation aspects (e.g., target operating model design, target process design, program execution governance approach, decision-making, change mgmt. policy) are completed/ongoing/defined?

Answer: Yes, pre-implementation activities are underway and will be shared with shortlisted respondents during the discovery phase of the evaluation process.

Question 11: Should we keep the scope of the ERP to foundational design and implementation activities only, or post-go-live support/operate as well?

Answer: Yes, ONTC would like respondents to provide information on post-go-live support. Please refer to Part 3 - Section 2 – Technical Proposal (Narrative) and Part 3 - Section 4 – Pricing Submission to provide necessary information. Respondents can include additional information about post-go-live activities in their responses.

Question 12: There are several time and attendance requirements, which highlight broader workforce mgmt. needs. Are you expecting the target ERP to address those as part of HR, or a separate workforce management solution?

Answer: ONTC does not prescribe what solution the respondent proposes for this area. If you require a Work Force Management solution to meet the needs of ONTC, please propose it in your response. ONTC will consider it during the negotiations/discovery phase.

Question 13: Do you intend to manage payroll in-house in the future or outsource it?

Answer: Currently ONTC manages payroll in-house. However, ONTC is not opposed to looking at the best fit for the organization and solution. If proposing for ONTC to outsource, please include this in your proposal.

Regards,

Ashley Commanda
Manager, Public Procurement
Ashley.Commanda@ontarionorthland.ca