

REQUEST FOR PROPOSAL 2012/05

NORTH ATLANTIC TREATY ORGANISATION (NATO)



E-RECRUITMENT SOLUTION

**NORTH ATLANTIC TREATY ORGANIZATION
PROCUREMENT SERVICE**

•
BOULEVARD LEOPOLD III
1110 BRUSSELS
BELGIUM

Tel: (32-2) 707 42 02 – Fax: (32-2) 707 49 27

RFP 2012/05

PART I
SPECIAL ADMINISTRATIVE
CLAUSES

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0. INTRODUCTION

0.1 Scope of the project

- 0.1.1 The purpose of this Request for Proposal (RFP) is to solicit a proposal for an online, fully-hosted (“*software-as-a-service*”) solution to enable end-to-end management of the NATO International Staff recruitment workflow (including application submission, and candidate selection and on-boarding), based on the scope, requirements and timeframe outlined in Part II (Technical Specifications).
- 0.1.2 NATO Headquarters, located in Brussels, Belgium, is the political headquarters of the Alliance. The physical facility accommodates approximately 5,000 people and it is operated by the NATO International Staff (IS). NATO IS comprises of approximately 1,200 staff and operates under the direct authority of the Secretary General of the Organisation who is appointed by the NATO member nations’ heads of state and government. In addition to the NATO IS, it is home to the National Delegations of the NATO member nations and to the liaison offices or diplomatic missions of some 20 partner countries. The work of these delegations and missions is supported by the NATO IS and the International Military Staff (IMS), which are located within NATO HQ. NATO IS has information offices in Moscow (Russia) and Kiev (Ukraine) and IS members work in the NATO Senior Civilian Representative (SCR) office in Kabul (Afghanistan).

0.2 The Principal

- 0.2.1 The Principal is the NATO International Staff, hereinafter referred to as "the Organization" and/or "the Principal".
- 0.2.2 For the technical part and for the execution of the services, the executive body shall be the Executive Management Division of the NATO International Staff. The points of contact will be communicated once the contract has been awarded.
- 0.2.3 During the bidding period, and for all contractual issues and matters involving procurement, the Procurement and Supplies Service of the NATO International Staff shall remain the sole contact. This is the only service authorized to engage and create legally binding obligations with suppliers. The points of contact and methods of communication with this service while this tender procedure is taking place are established in the present documentation.
- 0.2.4 A bidder who makes contact with any part of the Organization other than the Procurement and Supplies Service during the bidding period may be eliminated from the present competition.

0.2.5 The point of contact at the Procurement Service is Mr Yves van Schendel:

Tel: + 32-2-707.42.02

Email: procurement.contracts@hq.nato.int

NATO Headquarters - Procurement Service
Boulevard Leopold III, 1110 Brussels, Belgium

0.3 The documentation of the Request for Proposal.

0.3.1 The documentation for the current Request for Proposal comprises the following parts:

- 1) Part I : Special Administrative Clauses
- 2) Annex 1 to Part I : Non Disclosure Agreement
- 3) Annex 2 to Part I : Contractual Clauses
- 4) Part II : Technical Specifications
- 5) Annex A to Part II : E-Recruitment Requirements
- 6) Annex B to Part II : Compliance Matrix
- 7) Annex C to Part II : Price Matrix
- 8) Part III : General Administrative Clauses

0.3.2 Part I contains the Special Administrative Clauses applicable to the present Request for Proposal which complement or modify those contained in the Part III.

0.3.3 Part II contains a description of the products to be procured and/or the works or services to be provided, which constitute the object of the present Request for Proposal.

0.3.4 Part III contains the general clauses applicable to every Request for Proposal issued by the NATO International Staff.

1. SPECIAL ADMINISTRATIVE CLAUSES

1.1 The General Administrative Clauses form an integral part of the Request for Proposal. The following complementary conditions shall also apply.

1.2 Except where the present Special Administrative Clauses indicate otherwise, the provisions of the General Clauses shall be strictly applied.

2. RESPONSES TO THE REQUEST FOR PROPOSAL

- 2.1 The General Administrative Clauses shall be modified as follows:
- 2.2 Bidders shall submit their bid in English or in French, in double envelopes, in accordance with the procedure described below, and no other means of transmission is acceptable.
- 2.3 **The first envelope shall be clearly labelled TECHNICAL BID.**

It shall contain **two copies (one original, one copy) on paper and one electronic copy on CD-ROM** containing the technical bid and the related documentation.

To ensure that their bids are taken into consideration, bidders **MUST** include in this first envelope the following documents:

- 2.3.1 The “Acceptance of the Request for Proposal conditions” form, duly completed, dated and signed.
- 2.3.2 The name of a single point of contact (e.g., delivery project manager) for all matters relating to delivery of the solution.
- 2.3.3 A proposal addressing how the bidder intends to implement, host and support an online solution to enable end-to-end management of the NATO IS recruitment workflow (including application submission, and candidate selection and on-boarding), based on the scope and requirements provided in Part II (Technical Specifications), Annex A and the timeframe outlined in Part II, Section 3.3. This proposal must include a clear description of how the web portal used by candidates to prepare and submit applications for vacancies is developed and maintained.
- 2.3.4 A technology brief specifying the technologies used for the solution platform and a high-level overview of the underlying infrastructure, including:
- Web application technologies used;
 - Solution internet browser compatibility;
 - Details regarding data centre locations (refer to Requirement 2, in Section 2.2.5 of Part II, Annex A) and redundancy/failover infrastructure;
 - NATO must ensure that its information assets are appropriately protected. In addition to complying with specific security requirements (refer to Section 2.2.2 of Part II, Annex A), bidders are requested to describe the security framework of the infrastructure that will host the solution in order to demonstrate compliance to minimal security standards stemming from industry best practices, international regulations, due diligence, etc. Bidders are requested to address the following items in their description:

- Are there established IT change control processes in place?
 - Have web infrastructure security assessments (“penetration tests”) been previously conducted? Are such assessments conducted on a regular basis?
 - Is there active anti-malware management (for example, are antivirus scans run on all attachments uploaded by solution users)?
 - What mechanisms are in place to ensure that the security posture described is maintained (patching process, etc.)?
 - Identification of any desktop components required by the solution (due to NATO security policies, certain desktop components may not be permitted).
- 2.3.5 A completed requirements compliance matrix (Part II, Annex B). Bidders must assign a score to each requirement and provide a reference to the
- 2.3.6 A project implementation approach and project schedule/timeline (Gantt chart) demonstrating how the bidder will accommodate the key timeframes for solution implementation, acceptance testing and “go live” specified in Part II, Section 5.3. Bidders are requested to include any lead time required prior to beginning work on the project upon contract award.
- 2.3.7 Logs containing initial known risks, issues and dependencies for the solution implementation and acceptance testing phase. Any significant assumptions made during the preparation of the bid must also be outlined.
- 2.3.8 Three customer references with contact details for customers currently using similar solutions and hosting/support services.
- 2.4 The second envelope shall be clearly marked PRICE BID.**
- It shall contain **two copies (one original, one copy) and one electronic copy on CD-ROM containing the price proposal and any related documentation.**
- To ensure that their bids are taken into consideration, bidders **MUST** include in this second envelope the following documents:
- 2.4.1 A detailed price quotation for solution implementation, as well as for hosting and support services for a one-year time period, with a quote for the subsequent 2 years, which may optionally be purchased by NATO (Refer to the Price worksheet in Part II, Annex C). Please note that separate price quotes should be provided for solution functionality according to the three NATO requirement priority levels (mandatory, significant, desirable).
- 2.5 The bids must reach NATO by 16:00 (Brussels time) on 10 September 2012.**
- 2.6 The recommended way for the transmission of the offers is registered mail

with “back to” answer. At this stage, the Organization is unable to provide receipts or acknowledgments.

3. AWARDING OF CONTRACT

3.1 The General Administrative Clauses shall be strictly applicable.

4. PRICES

4.1 The General Administrative Clauses shall be complemented as follows:

4.2 Prices quoted shall be exempt of all taxes and shall be firm and not subject to revision for this contract. The quotations must remain valid for six (6) months. The prices shall be firm and fixed for the entire duration of the project.

5. PRICE CALCULATION

5.1 The General Administrative Clauses shall be strictly applicable.

6. ORDERS

6.1 The General Administrative Clauses shall be complemented as follows:

6.2 If the Organization decides to award the contract for the execution of the current project and therefore to pass an order in accomplishment of the present Request for Proposal, that order shall be formalised by a contract (containing the text of the annex 1 to Part I).

7. DELIVERY - ACCEPTANCE OF THE GOODS / SERVICES

7.1 The General Administrative Clauses shall be complemented as follows:

7.2 Paragraph 7 of the General Administrative Clauses must be understood as follows: where mention is made of "delivery - acceptance of goods", it should be understood to include "delivery - acceptance of works or services". In

particular, the penalties for late delivery laid down in Paragraph 7.5 of Part III General Administrative Clauses shall also be applicable to late completion and delivery of the services relative to the work schedule agreed with the Organisation.

7.3 Acceptance of supplies or services shall take place when the Organisation confirms acceptance of them.

7.4 Suspension of work: NATO reserves the right, for its own compelling organizational reasons, to halt work under the present Request for Proposal on one or more occasions, without entitling the Contractor to any compensation. However, the Contractor shall be entitled to an extension of the deadline equal to the duration of said down time.

8. HOLDBACK

8.1 N/A

9. INVOICING

9.1 The General Administrative Clauses shall be strictly applicable.

10. PAYMENT

10.1 The General Administrative Clauses shall be strictly applicable.

11. COUNTRY OF ORIGIN

11.1 The General Administrative Clauses shall be strictly applicable.

12. ARBITRATION CLAUSE

12.1 The General Administrative Clauses shall be strictly applicable.

13. SECURITY MEASURES

13.1 The General Administrative Clauses shall be replaced by the following:

13.2 **GENERAL**

The Contractor shall designate a Coordinator who shall function as the point of contact between the Contractor and NATO for all security related matters. He/she is responsible for the correct behaviour of the Contractor personnel and shall ensure that all the involved Contractor personnel (including subcontractors) have sufficient knowledge about the security rules to follow. He/she shall report security/safety hazards, threats and/or incidents immediately to NATO.

Delays caused by not respecting the security rules may not be invoked by the Contractor to justify delays in the execution of the contract or price increases.

The Contractor guarantee that it's company and eventual subcontractors are duly authorize to do business, that they have obtained or will obtain all required permits and licenses for the execution of the contract, that they are due to know and apply all laws, decrees, rules and regulations of works applicable locally and nationally during the execution of the present contract, and that no request for additional expenses will be submitted to the Organization with respect to any authorization of exercise activity.

The Contractor shall inform NATO anytime a subcontractor is assigned to work on any activity specific to the NATO project.

13.3 **CONFIDENTIALITY CLAUSE**

The Contractor and any member of its staff shall treat any information, facts, knowledge, documents, other data of whatever nature or other matters communicated to him or brought to its attention in the performance of the contract or any results arising there from (thereafter "information") as confidential and not divulge it to third parties. He may only utilize the information contained in the material for the purposes identified in the contract. He shall continue to be bound by this undertaking after the expiry of the contract.

The Contractor shall obtain from each staff member assigned to the NATO project, a written statement (NDA at Annex A to Part I) that they will respect the confidentiality of any information brought to their attention in the performance of the work and that they will not divulge to third parties or use to their own benefit or that of any third party any document or information not available publicly, even after completion of their assignment. The Contractor shall retain these statements for the entire duration of the contract, and shall provide copies to NATO on request. The contractor shall take all practical steps to keep the information confidential and shall restrict access to the

information to the members of the contractor's work force only.

The Contractor and its personnel shall not publicly announce the activities falling under this contract without the prior written agreement of NATO.

These provisions shall apply to any eventual subcontractors for whom the contractor assumes liability.

In addition to the stipulations contained in above paragraphs of the present clause, the contractor agrees that anything which is related to the present contract is considered as "Commercial in Confidence" and that nothing will be exposed outside its company and subcontractors.

In the case of outsourcing, the Contractor will not transfer, temporarily or permanently, any confidential data. The Contractor will minimize the Need to Know in any case.

The Contractor (and all its members and subcontractors) and all their staff acknowledge that the misuse or improper retention of these documents shall render them liable to legal proceedings under the legislation of the NATO member states.

14. QUESTIONS/ANSWERS

- 14.1 Bidders can submit any questions they may have via e-mail to Mr. Y. van Schendel at procurement.contracts@hq.nato.int **by 16:00 (Brussels time) on 20 August 2012.**
- 14.2 Responses to all questions asked by Bidders will be posted on the NATO website (<http://www.nato.int/structur/procurement/index.html>).

15. PRODUCT DEMONSTRATION

- 15.1 All bidders with compliant bids will be asked to provide an online demonstration of the proposed solution remotely, via web conference technology set up by the bidder. The duration of the demonstration will not exceed 120 minutes and will be based on a predefined scenario, which will be provided to all compliant bidders on 11 September 2012. Product demonstrations will be held during the 1st week of October. Bidders will be asked to pick three possible date/time proposals provided by NATO on 11 September 2012 for the demonstration. NATO will select one of these proposals and communicate it to each bidder shortly thereafter.

16. DELIVERABLES

- 16.1 The implemented solution will be considered as completed and will be accepted once acceptance testing has been successfully completed by NATO and all reported defects and change requests in accordance with agreed NATO requirements have been addressed.

17. EVALUATION CRITERIA

- 17.1 The following three-stage evaluation process will be used to evaluate all bids:

	Overall evaluation account
Stage 1: Technical bid evaluation and scoring	30 %
Stage 2: Product demonstration scoring	50 %
Stage 3: Financial proposal scoring	20 %
Total	100 %

17.2 **Stage1: Technical bid evaluation and scoring**

- 17.2.1 In order for a proposal to be considered, all mandatory requirements must be addressed and met. Any proposal deemed non-compliant for failing to meet a mandatory requirement, will not be reviewed in its entirety by the Organisation.
- 17.2.2 See Part II, Annex B of the current Request for Proposal for the complete requirements matrix and related categories.
- 17.2.3 Only requirements listed as compliant in the compliance matrix (see Part II, Annex B) will be taken into account.
- 17.2.4 Bidders must indicate in the compliance matrix (see Part II, Annex B) exactly where each individual requirement is detailed in their proposal. Failure to do so for a specific requirement will result in nullifying the total score for that specific requirement.
- 17.2.5 Scoring of technical bids will be broken down and weighted as follows:

Functional and non-functional requirements	Weight
Mandatory requirements	65%
Significant requirements	25%
Desirable requirements	10%
Total	100%

Within each of the evaluation areas, both quantitative and qualitative assessments will be made by the NATO evaluation team based on the bidders' responses.

Solution proposals for each functional and non-functional requirement will be scored by individual evaluators according to the following scale:

<u>Type A</u> (Refer to Part II, Annex B)	
0	The requirement cannot be met by the solution.
1	The requirement cannot be met by the standard, "out-of-the-box" solution, and requires the need for customisation during the implementation phase (i.e., above and beyond the "normal" amount of configuration).
2	The requirement can be met by the standard, "out-of-the-box" solution, without the need for any customisation during the implementation phase (i.e., requiring configuration only).

<u>Type B</u> (Refer to Part II, Annex B)	
0	The requirement cannot be met.
1	The requirement can be met.

- 17.2.6 The final evaluation score for the technical bid will be calculated by adding together the total score of all the requirements.
- 17.2.7 If needed, the Organization will conduct an Interview with the bidder in order to make a more accurate evaluation.
- 17.2.8 The maximum evaluation score for the technical bid is 350 points.
- 17.2.9 This stage will account for 30% of the overall bid evaluation. The bidder with the highest evaluation score, calculated as previously described, is given the maximum score (30%). The other bidders are given a score as described below:

$$\text{BidderA score} = \frac{\text{BidderA evaluation score}}{\text{Best evaluation score}} \times 30\%$$

17.3 Stage 2: Product demonstration scoring

17.3.1 Scoring of the product demonstration will be broken down and weighted as follows:

Product demonstration	Weight
Applicability/fit of functionality contained in product demonstration with respect to project requirements.	80%
Quality of demonstration.	20%
Total	100%

All bidders with compliant bids from Stage 1 will be invited to participate in Stage 2. Bidders with non compliant bids are excluded. The following scale will be used for product demonstration scoring:

Applicability/fit of functionality contained in product demonstration with respect to project requirements	
5	Excellent
4	Very good
3	Good
2	Fair
1	Poor

Quality of demonstration	
5	Excellent
4	Very good
3	Good
2	Fair
1	Poor

17.3.2 The maximum evaluation score for the product demonstration is 10 points.

17.3.4 This stage will account for 50% of the overall bid evaluation. The bidder with the highest evaluation score, calculated as previously described, is given the maximum score (50%). The other bidders are given a score as described below:

$$\text{BidderA score} = \frac{\text{BidderA evaluation score}}{\text{Best evaluation score}} \times 50\%$$

17.4 **Stage 3: Financial proposal scoring**

- 17.4.1 The financial proposal for each compliant bid will be analysed and will contribute 20% of the overall assessment. Non compliant bids are excluded. The bidder with the lowest price is given the maximum score (20%). The other bidders are given a score as described below:

$$\text{BidderA score} = \frac{\text{Lowest price}}{\text{BidderA price}} \times 20\%$$

ANNEX 1 – NDA

NON DISCLOSURE AGREEMENT

DECLARATION

Reference: (*contract number, date*)

To be signed by all Contractor Staff working on the project specified in the contract with NATO.

I UNDERSTAND:

1. That I must preserve the security of all NATO information which comes to my knowledge as a result of the reference contract and that I undertake to comply with all relevant security regulations.
2. That I must not divulge to any unauthorised person, any NATO information gained by me as a result of work performed under this contract with NATO HQ, unless prior permission for such disclosure has been granted by the NATO HQ Information Management Office
3. That I must not, without the approval of the NATO Office of Security, publish (in any document, article, book, CD, video, film, play, or other form) any NATO information which I have acquired in the course of my official duties as a Contractor staff member working on the project specified in the contract with NATO.
4. That, on leaving the project, I must surrender any official document or material made or acquired by me in the course of my official duties, save such as I have been duly authorised to retain.
5. That if I violate prescribed security practices either intentionally or accidentally, the binding contract with NATO shall be immediately terminated.
6. That the provisions of this Declaration apply not only during the period of the contract with NATO, but also after the contract has ceased and that I am liable to prosecution if either by intent or negligence I allow NATO information to pass into unauthorised hands.

I CERTIFY

1. That I solemnly undertake to exercise in all loyalty, discretion and conscience the functions entrusted to me and to discharge these functions with the interests of NATO only in view. I undertake not to seek or accept instructions in regard to the performance of my duties from any government, company or from any authority other than that of the Contractor in accordance with the terms of the NATO contract.

Date

Full name (in block capitals)

Signature

ANNEX 2 – CONTRACTUAL CLAUSES

PRICE

Prices are net and exclusive of VAT, in accordance with Articles 9 and 10 of the Ottawa Convention.

Those amounts constitute an upper limit and cannot be exceeded without the written agreement by the NATO authorities detailed in Article IX of the present contract.

BILLING

All invoices, exclusively established in English or French, shall be submitted in duplicate and addressed to:

NATO Headquarters
Financial Control – Accounts Payable – CB 2600
Boulevard Léopold III
1110 Brussels
Belgium

Each copy of the invoices shall contain the following certificate: “I certify that the above invoice is true and correct and the payment has not been received”. The certificate must then be followed by the signature of a duly authorised company official. The invoice shall show the reference and give a description of the services delivered.

The Licensee is fully exempt from Customs duties and VAT for all transactions which amount to 123,95 EUR or more, exclusive of VAT. For this purpose, all invoices must bear the words: «NET OF VAT, ARTICLE 42, PARAGRAPH 3 - 3 OF THE CODE CIRCULAR N° 2/3.1.1978».

PAYMENT

Payment for the services supplied and work performed by the Contractor under the present contract shall be made (exclusive of VAT) within 60 days from reception of the invoice.

Payment for the services performed by the contractor as set forth in this contract shall be made net 60 days from the invoice date.

Payment will be made by NATO by postal or bank transfer or by check after receipt of invoices in triplicate for the agreed amount and after having being signed by NATO's responsible officer certifying that the goods have been received or the services have been rendered.

The contractor acknowledges that the payment is exclusively due for services rendered and/or deliveries received (where applicable) in accordance with the provisions of this contract and accepted as foreseen in this contract as performed to the satisfaction of NATO, and will be adjusted accordingly.

Payment will be made in the currency of the contract.

OWNERSHIP

All information, surveys and other available necessary data, assembled and made available to the Contractor for the implementation of the present Contract, are owned by NATO.

The Contractor shall not make any commercial or professional use of knowledge gained from this project without prior written agreement with NATO.

COPYRIGHT

The reports, studies and any other documentation related to the present Contract, including any further developments are proprietary and to be considered as copyright protected by NATO.

Copyright and any other right of ownership in respect of manuscripts or parts thereof shall belong exclusively to NATO, except where copyright or other right of ownership already exists.

The Contractor shall specify any parts of manuscripts, including illustrations, maps and graphs, on which copyright or any other right of ownership already exists and hereby affirms that he has obtained permission to use any such parts from the titular holder(s) of such rights or from its or their legal representatives. Save as otherwise provided for in paragraph 2, the Contractor hereby affirms that he is entitled to transfer the copyright or other rights of ownership in respect of the subject matter of the manuscript.

NATO shall not be required to publish documents supplied in performance of the Contract. If it is decided not to publish the documents supplied, the Contractor shall not have them published elsewhere without the written approval of NATO.

CONTRACT ADMINISTRATION

All enquiries and/or correspondence relating to this Contract shall be formally directed by the Contractor to the NATO HQ Procurement and Supplies Service.

NATO CONTRACTUAL AUTHORITIES

During the life of this Contract, NATO will, in its relations with the Contractor, be represented by the Procurement and Supplies Service IS, and/or by the Financial Controller IS.

Any modification to the object or to any other aspect of the present Contract will have to be authorised by the above authorities.

The Contractor acknowledges that any change on the scope of work of the present Contract (e.g. change in the goods to be purchased, change in the services to be provided, change in the works to be carried out) carried out by the Contractor without previous authorisation by the above authorities will be considered to have been made at the Contractor's own expense.

USE OF NATO NAME FOR REASONS OF REFERENCE

The use of the name of the NATO by the supplier for reasons of reference must be authorized, on writing, by the Organization, after written request from the supplier. If any reference is made without preliminary NATO approval, immediate withdrawal should be done on a simple request by NATO.

Such authorization, to be granted, will be subject to the following conditions to be accepted, on writing, by the supplier:

1. The authorization is limited to simply mentioning "NATO";
2. Before permission to use its name for reasons of reference is given, the Organization requires final editorial approval of any material to which it refers and in which it is mentioned;
3. The use of the NATO logo is excluded;
4. The supplier agrees to the immediate elimination of any reference to NATO if required by the Organization by certified mail. This decision, when taken, must be considered as a firm one and it will be not subject to any appeal. Nevertheless, the Organization will make sure that the reasons leading to that decision are known by the supplier

Under no circumstance whatsoever permission to use NATO name for reasons of reference implies any kind of recommendation or reconnaissance of good services.

TERMINATION

Notwithstanding the provisions of Article III (Duration) of this Contract, NATO may, of its own volition and without being required to pay compensation, terminate the Contract by serving formal written notice to the other party two weeks in advance. In the event of early termination, the Contractor may only be entitled to payment corresponding to partial performance of the Contract.

In the event of termination of the Contract, the Contractor, where applicable, shall deliver to NATO all information and documents in his possession concerning the tasks assigned to him within two weeks, where applicable.

TERMINATION FOR DEFAULT

NATO may, by written notice of default to the Contractor, terminate the whole or any part of the Contract without payment of any compensation whatsoever in any of the following circumstances:

1. If the Contractor fails to perform the services/deliver the goods or does not perform the works according to the state of the art and within the time specified in the written notice or any extension thereof agreed by NATO; or

2. If he fails to perform any of the other provisions of this Contract and the annexes hereto, and does not cure such failure within a period of ten days (or such longer period as NATO may authorise in writing) after receipt of notice in writing from NATO specifying such failure.

In the event NATO terminates the Contract in whole or in part, as provided in paragraph 1 of this clause, NATO may procure, upon such terms and in such manner as NATO may deem appropriate, goods/services similar to those so terminated, and the Contractor shall be liable to NATO for any excess costs for such similar services as well as for any and all other costs incurred by NATO due to the Contractor's failure to perform. However, the Contractor shall continue the performance of the services requested to the extent not terminated under the provisions of this clause.

NATO's rights and remedies provided in this clause shall not be exclusive and are in addition to any other rights and remedies under this Contract and the annexes hereto.

VALIDITY

In application of Part III of the NATO Financial Regulations, Annex IV to FRP (Art. XX) paragraph C. 8. e. the validity of the present Contract is conditional to the dual signature of the NATO IS Procurement and Supplies Service and the NATO IS Financial Controller or his/her Deputy.

ARBITRATION CLAUSE

Disputes arising from the performance and/or the interpretation of the Contract which are not settled amicably will be submitted to arbitration as follows:

1. The party instituting the arbitration proceedings shall advise the other party by registered letter, with official notice of delivery, of his desire to have recourse to arbitration. Within a period of thirty days from the date of receipt of this letter, the parties shall jointly appoint an arbitrator. In the event of failure to appoint an arbitrator, the dispute or disputes shall be submitted to an Arbitration Tribunal consisting of three arbitrators, one being appointed by NATO, another by the other Contracting party, and the third, who shall act as President of the Tribunal, by these two arbitrators. Should one of the parties fail to appoint an arbitrator during the fifteen days following the expiration of the first period of thirty days, or should the two arbitrators be unable to agree on the choice of the third member of the Arbitration Tribunal, within thirty days following the expiration of the said first period, the appointment shall be made, within twenty-one days, at the request of the party instituting the proceedings, by the Secretary General of the Permanent Arbitration Court in The Hague.
2. Regardless of the procedure concerning the appointment of this Arbitration Tribunal, the third arbitrator will have to be of a nationality different from the nationality of the other two members of the Tribunal.
3. Any arbitrator must be of the nationality of any one of the member states of NATO and shall be bound by the rules of security in force within NATO.
4. Any person appearing before the Arbitration Tribunal in the capacity of an expert witness shall, if he is of the nationality of one of the member states of NATO, be bound by the rules of security in force within NATO; if he is of

- another nationality, no NATO classified documents or information shall be communicated to him.
5. An arbitrator who, for any reason whatsoever, ceases to act as an arbitrator, shall be replaced under the procedure laid down in paragraph 1 above.
 6. The Arbitration Tribunal will take its decisions by a majority vote. It shall decide where it will meet and, unless it decides otherwise, shall follow the arbitration procedures of the International Chamber of Commerce in force.
 7. The award of the Arbitrator or of the Arbitration Tribunal shall be final and there shall be no right of appeal or recourse of any kind. These awards shall determine the apportionment of the arbitration expenses.

SECURITY MEASURES

NON DISCLOSURE AGREEMENT

It shall be the Contractor Company's responsibility to obtain the signed NDA ((Annex 1 to Part I) for any consultant involved in this project before they start their work.

The Organization may, for just cause, including non-compliance with security regulations, require the contractor to remove and/or replace the consultants, without any additional cost, provided that notice in written form is given to the Contractor Company.

Delays caused by failure to comply with security regulations cannot be invoked in justification of delays in execution of the work.

CONFIDENTIALITY CLAUSE

The Contractor and any member of its staff shall treat any information, facts, knowledge, documents, other data of whatever nature or other matters communicated to him or brought to its attention in the performance of the contract or any results arising there from (hereafter "information") as confidential and not divulge it to third parties. He may only utilize the information contained in the material for the purposes identified in the contract. He shall continue to be bound by this undertaking after the expiry of the contract.

The Contractor shall obtain from each staff member assigned to the NATO project, a written statement (NDA at Annex A to Part I) that they will respect the confidentiality of any information brought to their attention in the performance of the work and that they will not divulge to third parties or use to their own benefit or that of any third party any document or information not available publicly, even after completion of their assignment. The Contractor shall retain these statements for the entire duration of the contract, and shall provide copies to NATO on request. The contractor shall take all practical steps to keep the information confidential and shall restrict access to the information to the members of the contractor's work force only.

The Contractor and its personnel shall not publicly announce the activities falling under this contract without the prior written agreement of NATO.

These provisions shall apply to any eventual subcontractors for whom the contractor assumes liability.

In addition to the stipulations contained in above paragraphs of the present clause,

the contractor agrees that anything which is related to the present contract is considered as “Commercial in Confidence” and that nothing will be exposed outside its company and subcontractors.

In the case of outsourcing, the Contractor will not transfer, temporarily or permanently, any confidential data. The Contractor will minimize the Need to Know in any case.

SECURITY MEASURES CLAUSE

The Contractor will maintain and enforce safety and physical security procedures with respect to its access and maintenance of the Organization’s information and data stored on Contractor’s systems which are (a) at least equal to industry standards for such types of systems or technical infrastructure, and (b) which provide reasonably appropriate technical and organizational safeguards against accidental or unlawful destruction, loss, alteration or unauthorised disclosure or access of the Organization’s information or data.

Without limiting the generality of the foregoing the Contractor will take reasonable measures to secure and defend its location and equipment against “hackers” and others who may seek, without authorization, to modify or access Contractor’s systems or the information found herein or to deny system services or access to the Organization’s information or data. The Contractor will periodically test its systems for potential areas where security could be breached. The Contractor will immediately report to the Organization any breaches of security, unauthorised access to Contractor’s systems, or attacks that the Contractor detects or becomes aware of. The Contractor will use diligent efforts to remedy such breach of security or unauthorised access in a timely manner and deliver to the Organization a root cause assessment and future incident mitigation plan with regard to any breach of security or unauthorised access affecting the services availability or the Organization’s information or data.

RFP 2012/05

PART II
TECHNICAL SPECIFICATIONS

E-RECRUITMENT SOLUTION

**NORTH ATLANTIC TREATY ORGANIZATION
PROCUREMENT SERVICE**

•
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1. Introduction

On an average annual basis, the NATO International Staff (IS) advertises 100 posts, processes approximately 10,000 applications, and manages the assessment of 400 candidates and the on-boarding of 80 new IS staff members.

The current recruitment process, however, is manual and cumbersome, relying mostly on paper-based mechanisms and multiple, stand-alone ICT tools for recruitment management. In addition to lowering efficiency and effectiveness, the current process affects the quality of services provided to hiring divisions, limits the general responsiveness of the organisation and extends the duration of the overall recruitment process.

The NATO IS Recruitment Service wishes to migrate to an online, fully-hosted (“*software-as-a-service*”) solution that supports the electronic receipt and processing of vacancy applications, as well as recruitment workflow and candidate selection and on-boarding capabilities for HR recruitment staff.

This solution is expected to provide a host of benefits to the NATO IS Recruitment Service in the capturing and processing of applications, including:

- Provision of an online recruitment portal integrated with the NATO public website enabling candidates to submit applications for vacancies electronically. This will eliminate the potential loss or non-receipt of applications, and will also enforce eligibility criteria intended to prevent applicants not meeting these criteria from applying (much time and effort is expended in manually filtering out a substantial number of such applicants in the current, paper-based recruitment framework).
- Creation and publication of vacancies on the online application portal.
- Application tracking and management mechanisms that will potentially allow end-to-end management of vacancies and candidates through the recruitment cycle, from application receipt to candidate selection and on-boarding.
- Flexible browsing and search facilities providing the ability to browse and search for applicants using pre-defined criteria.
- Support for different selection phases and on-boarding of candidates (to include allowing division/line managers to assess applications).
- Tools for comprehensive reporting, statistics and data extraction.

- Electronic communication with applicants via the online application portal and email.
- Recruitment workflow support.

2. Purpose

The purpose of this document is to request a proposal for an online, fully-hosted (“*software-as-a-service*”) solution to enable end-to-end management of the NATO IS recruitment workflow (including application submission, and candidate selection and on-boarding), based on the scope, requirements and timeframe outlined in this document.

3. Scope, Deliverables and Timeframe

3.1 Technical / Service Product Scope & Deliverables

The scope of this Request for Proposal is restricted to recruitment for the NATO International Staff, and includes the following deliverables (refer to Annex A for detailed solution requirements):

- Implementation of an online, fully-hosted solution to support end-to-end management of the NATO IS recruitment workflow, based on the requirements contained in Annex A;
- Support during testing (including security testing) and acceptance of the implemented solution;
- The addressing of any defects discovered during acceptance testing by NATO, and changes requested in accordance with the agreed NATO requirements;
- Training of NATO users on the implemented solution;
- Definition of a comprehensive Service Level Agreement for the hosting and support of the implemented solution;
- Provision of ongoing support in accordance with the agreed Service Level Agreement.

3.2 Management Products

Weekly progress reports during the solution implementation and acceptance testing phase are to be supplied to the NATO Project Manager by the selected bidder.

The bidder must provide initial risk, issue and dependency logs as part of the bid proposal. During the solution implementation and acceptance testing phase, the selected bidder will maintain and share these logs with NATO.

3.3 Timeframes and Milestones

The key timeframes and milestones for the solution implementation and acceptance testing phase appear below.

Date(s)	Event
10.09.2012	RFP response deadline
11.09.2012 –12.10.2012	Product demonstrations, evaluation & bidder selection
15.10.2012 –31.10.2012	Contract finalisation & implementation planning
01.11.2012– 31.01.2013	Solution implementation, user training, acceptance testing and “go-live” preparation
01.02.2013	Expected solution “go live”

4. Requirements

The detailed NATO requirements for the solution are specified in Annex A.

They are categorised as follows:

Annex A, Section 2.2. Non-Functional Requirements

- 2.2.1. User Access Requirements
- 2.2.2. Security Requirements
- 2.2.3. Performance Requirements
- 2.2.4. Scalability Requirements
- 2.2.5. General Non-Functional Requirements
- 2.2.6. Training Requirements
- 2.2.7. Support Requirements

Annex A, Section 2.3. Functional Requirements

- 2.3.1. Generic Solution Requirements
- 2.3.2. Provide Self-Service
- 2.3.3. Run Recruitment Campaign

- 2.3.4 Manage Applications
- 2.3.5 Select Candidates
- 2.3.6. On-board Selected Applicants
- 2.3.7. Review and Approval of Documents
- 2.3.8. Archive Information
- 2.3.9. Search & Retrieve Information
- 2.3.10 Run Reports and Statistics

The detailed requirements are all assigned one of the three following priority levels, according to their relative importance:

- Mandatory
A requirement without which the solution cannot be implemented.
- Significant
A requirement that provides a significant benefit to the business if met by the solution.
- Desirable
A requirement that is “nice to have” and will be beneficial to the business if met by the solution.

5. Kick-Off Meeting

A kick-off meeting is to be convened as soon as possible after contract award.

The bidder should be able to start work no later than 1 week after contract signature.

6. Communications & Point of Contact

A communications plan is to be agreed between NATO and the selected bidder specifying the type, means and timing of communication during the solution implementation and acceptance testing phase.

The selected bidder is requested to supply the name of a single point of contact (e.g., delivery project manager) for all matters arising during the solution implementation and acceptance testing phase.

Annex A – E-Recruitment Solution Requirements

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1. Introduction

1.1 Scope

The scope of this document is to capture the business requirements for the e-recruitment solution to be implemented for the NATO Recruitment Service.

The proposed solution must manage the recruitment workflow from end to end (recruitment campaign to on boarding) internally through pre-defined business rules and applicable approval processes.

1.2 Definitions, Acronyms and Abbreviations

For clarity purposes, the following descriptions of NATO HQ terminology are provided:

TERM	DEFINITION
Approval Workflow	The workflow established to ensure that documents and steps are endorsed according to predefined business rules throughout the recruitment process.
Approver	A NATO HQ User that has approval responsibilities in different phases of the recruitment process (e.g., shortlist approval, vacancy notice approval, offer letter approval, etc.)
Candidate	A person who has created a recruitment self-service account and/or applied for an advertised NATO vacancy.
Evaluator	A NATO HQ User responsible for the appraisal of the Candidates in the different stages of the selection process.
Standard Eligibility Criteria	Criteria specified in NATO's Regulations that make a condition for employment (i.e. age and nationality).
Hiring Manager	A NATO HQ User occupying a managerial position and who is recruiting for a post within their team.
HR Recruitment User	A NATO HQ User, from the NATO IS Recruitment Service, responsible for the recruitment of Candidates for an advertised vacancy.

NATO HQ User	NATO HQ Users are individuals who are permanent, temporary or contracted employees of NATO, its Agencies and Commands who are, as a general rule, physically located within the NATO HQ building and campus.
On Boarding Process	The process to get the selected Candidate(s) from nomination (conditional offer) to the firm offer stage (includes completion of security clearance, medical clearance, etc).
Post Specific Requirements	Requirements defined for a specific vacancy and used for screening and selection of Candidates.
Review Workflow	The workflow established to ensure that documents and steps are assessed according to business rules throughout the recruitment process.
Reviewer	A NATO HQ User that has reviewing responsibilities in different phases of the recruitment process (e.g., review vacancy notice, review shortlist, etc).
Vacancy Notice	A document created and used for advertisement of a post. The document encompasses most of the content of a job description as well as a number of recruitment-related information (dates, type of contract, etc.).

2. Business Requirements

2.1 Priority Levels

The following priority levels will be associated with the requirements:

CODE	DEFINITION
Mandatory	A requirement without which the solution cannot be implemented.
Significant	A requirement that provides a significant benefit to the business if met by the solution.
Desirable	A requirement that is “nice to have” and will be beneficial to the business if met by the solution.

2.2 Non-Functional Requirements

The estimated number of users is as follows:

ROLE	ESTIMATED NUMBER
HR Recruitment User	10
Reviewers and Approvers	50
Evaluators	150
Candidates	Historical maximum: 12,000

2.2.1 User Access Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The solution must support the definition of more than one User Access Roles.	Mandatory
2	Access Rights should be assigned to the User Role and not to each Individual who is a member of NATO HQ Staff.	Mandatory
3	Each User Role must be associated with specific Access Rights.	Mandatory
4	There must be a means to assign any NATO HQ User to one or more User Roles.	Mandatory
5	The history of the NATO HQ User assigned to a User Role should be maintained.	Significant
6	There must be a User Role that permits to assign to and remove NATO HQ Users from User Roles.	Mandatory
7	It should be possible for a NATO HQ User to delegate their Access Rights to one or more NATO HQ Users for a specific business purpose.	Significant

2.2.2 Security Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The HR Recruitment User should only be able to access the solution interface in a secured way from inside NATO HQ. The Bidder must include a technical proposal outlining how this restriction is to be achieved.	Mandatory
2	The Bidder should include a technical proposal addressing the above requirement that is <u>not</u> based on static IP-addresses.	Significant
3	The HR Recruitment User should only be able to access the solution interface in a secured way from outside NATO HQ using a two-factor authentication mechanism (e.g., authentication tokens).	Significant
4	The solution must be able to provide username and password-secured access to the different user roles (e.g., Candidate, HR Recruitment User, Reviewer, Approver, Evaluator, etc).	Mandatory

NUMBER	REQUIREMENT	PRIORITY
5	In case of a security incident, the Bidders must agree with specific handling procedures through an SLA.	Mandatory
6	All web traffic must be encrypted (e.g., https).	Mandatory
7	The database storing the user passwords must be encrypted.	Mandatory
8	The proposed solution will be subject to periodic and random web security assessments conducted by NATO or by external security testing providers and all security findings must be addressed. These web security assessments will be done in accordance with an agreed SLA between the Bidder and NATO that will be formulated and finalized after the contract award.	Mandatory
9	<p>The user password must comply with the following complexity requirements:</p> <ul style="list-style-type: none"> • Password must be at least 9 characters long • Password must contain characters from 3 of 4 classes <ul style="list-style-type: none"> • Upper case letters • Lower case letters • Numbers • Special characters 	Mandatory
10	The Bidder must be able to provide, on NATO's request, a copy of the security event logs, to be exported in standard formats.	Mandatory
11	The data centre hosting the proposed solution must have in place a BPS (Border Protection Services) able to monitor and detect malicious activities run against the implemented solution.	Mandatory
12	The proposed solution must undergo a web security assessment conducted by NATO before going into production, and all security findings must be appropriately responded to.	Mandatory
13	The proposed solution must support security mechanisms – such as CAPTCHA – that ensure that applicant accounts/profiles are created and job applications are submitted by individuals and not by automated scripts.	Mandatory
14	The proposed solution should restrict any files uploaded (e.g., Candidate CVs, test results, etc.) to the following file formats: MS Word, MS Excel and PDF.	Significant
15	The proposed solution must run all files uploaded by users (e.g., Candidate CVs, test results, etc.) through an effective antivirus scan. Files that trigger antivirus alerts must be blocked from being uploaded.	Mandatory

NUMBER	REQUIREMENT	PRIORITY
16	The Bidder must maintain a backup solution for ensuring content integrity and access availability.	Mandatory
17	The Bidder must ensure that all backup data receives the same level of protection as applies to production data.	Mandatory
18	The Bidder shall provide adequate security hardening for both the infrastructure and the application in accordance with best security practices and security advice potentially provided by NATO.	Mandatory
19	The Bidder shall ensure that the hosting data centre will not allow the sharing of servers that will host the NATO solution with those belonging to other customers. Where this is not possible, then the hosting data centre shall acknowledge and accept that periodic web security assessments (as specified in 2.2.2.8) may affect the operational performance of the shared servers hosting the NATO solution.	Mandatory

2.2.3 Availability Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The Bidder is able to ensure 98% service availability on a 24/7/365 basis.	Mandatory
2	In case of service unavailability, if not recoverable immediately, development of a solution should begin within 4 hours from the moment of breakdown, on a 24/7/365 basis.	Significant

2.2.4 Scalability Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The Bidder should confirm their capacity for handling up to 100.000 applications submitted throughout the whole year.	Significant
2	The Bidder should confirm their capacity for handling multiple recruitment business models spread across multiple NATO Organisational Units (e.g., NATO HQ, NATO Agencies, etc).	Significant

2.2.5 General Non-Functional Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The proposed solution must be based on a “Software-as-a-Service” model and the proposal must include provision for service management and hosting through the Bidder.	Mandatory
2	The data, including the archive and all backup data must be hosted in a NATO member nation. (The following countries are members: Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom, United States.)	Mandatory
3	The data, including the archive, must be processed according to the highest standards of personal data protection and the movement of such data (in compliance with the Privacy and Data Protection Policies of the NATO nation country hosting the proposed solution).	Mandatory
4	The language of the back-end interfaces of the proposed solution should be bilingual (English and French).	Significant
5	The Candidates self-service interface (i.e. portal) language must be bilingual (English and French).	Mandatory
6	The language setting selected by the Candidate should be retained in the Candidate’s profile for subsequent use.	Significant
7	The initial access point for NATO Candidates to the proposed solution must be through a hyperlink from the official NATO Website (www.nato.int).	Mandatory
8	The solution must follow NATO’s visual identity guidelines, which shall be provided by NATO.	Mandatory
9	At NATO’s request, the Bidder must be able to return all NATO’s data that is stored in the proposed solution database.	Mandatory
10	The Bidder must comply with NATO’s Retention and Disposal Policy (C-M(2009)0021) and confirm, through an official letter, the destruction of data and back-up/archives at the end of the retention period as determined by NATO (currently 5 years - please refer to functional requirement 8.1 in Section 2.3). The bidder must also provide in the letter (on an annual basis) a description of the data that has been destroyed.	Mandatory

NUMBER	REQUIREMENT	PRIORITY
11	The proposed solution must support interfacing (e.g., data extraction, transfer, exchange and synchronisation) with the Oracle E-Business Suite Release 12.1 ERP solution set.	Mandatory

2.2.6 Training Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The supplier should be able to provide initiation training for the HR Recruitment Users.	Mandatory

2.2.7 Support Requirements

NUMBER	REQUIREMENT	PRIORITY
1	The Bidder must explain the roles and responsibilities of each level of support.	Mandatory
2	The Bidder must be willing to enter into a Service Level Agreement (SLA) for the provision of solution support (subject to contract).	Mandatory
3	The Bidder should be able to continually provide support for the proposed solution during NATO official working hours (08:30-18:00 CET).	Significant
4	The Bidder must explain the future evolution of the proposed solution in terms of: <ul style="list-style-type: none"> • upgrades • new releases • functional enhancements. 	Mandatory

2.3 Functional Requirements

NUMBER	REQUIREMENT	PRIORITY
1	Generic Functional Requirements	
1.1	The proposed solution must support the development and processing of Vacancy Notices in French and English for existing and new posts.	Mandatory
1.2	The proposed solution must support the development of a standard application form.	Mandatory
1.3	The proposed solution should support the definition of standard eligibility criteria for the application form (e.g., nationality and age).	Significant
1.4	The proposed solution should support the definition of vacancy specific selection questions (such as post specific requirements or killer questions).	Significant
1.5	The proposed solution should support the identification of internal candidates.	Significant
1.6	The proposed solution must be able to support the retention and presentation of a historical record of advertised vacancies and selections (competitions) including timelines and milestones such as publication date, closure date, interview panel date, etc.	Mandatory
1.7	The proposed solution must support the creation and update of a searchable individual record for each Candidate.	Mandatory
1.8	The proposed solution must enable automatic generation of emails to registered Candidates based on pre-defined business rules.	Mandatory
1.9	The proposed solution should enable the manual generation of emails to registered Candidates based on pre-defined business rules.	Significant
1.10	The proposed solution must support the printing of all the automatic and manually generated emails for each Candidate that applied for a vacancy.	Mandatory
1.11	The proposed solution may support the export of all the automatic and manually generated emails for each Candidate that applied for a vacancy.	Desirable
1.12	The proposed solution must support the deletion of registered Candidate accounts by the HR Recruitment User in the	Mandatory

NUMBER	REQUIREMENT	PRIORITY
	Organization for any reason.	
1.13	The proposed solution must support the generation of an automated notification to the registered Candidate that their self-service account has been deleted.	Mandatory
1.14	The proposed solution should have the capacity to handle multiple recruitment processes for various employment types (e.g., for temporary staff, for permanent staff, for interns, etc).	Significant
2	Provide Self-Service	
2.1	The proposed solution must be able to deliver recruitment self-service to interested Candidates through a secure, public facing web site.	Mandatory
2.2	The proposed solution must support the creation of a recruitment self-service account by the Candidate.	Mandatory
2.3	The Candidate must be able to maintain ¹ a recruitment self-service account where they can manage application form(s) and other application related information (e.g., Motivation Letter and CV).	Mandatory
2.4	The Candidate must be able to attach additional documents (e.g., Motivation Letter and CV) to the application in industry standard formats.	Mandatory
2.5	The proposed solution should allow Candidates to attach a predefined number of additional documents to the application.	Significant
2.6	The Candidate must be able to apply for a NATO IS advertised vacancy through the self-service interface.	Mandatory
2.7	The Candidate must be able to apply for a NATO IS advertised vacancy only if they have a user account.	Mandatory
2.8	The proposed solution must allow Candidates to apply for more than one vacancy at a time.	Mandatory
2.9	The Candidate must be able to apply only for an advertised post	Mandatory

¹ Unless explicitly stated otherwise in a particular instance, the word “maintain” as used in this document is short for:

- Create (i.e. record for the first time);
- Read (i.e. allow read and / or view access);
- Update (i.e. modify a previous value); and
- Delete (i.e. remove an existing record).

NUMBER	REQUIREMENT	PRIORITY
	vacancy (no spontaneous application permitted).	
2.10	The Candidate must be able to update the information captured in the application form before applying for a new vacancy.	Mandatory
2.11	The Candidate must be able to view, in their self-service account, the list of all vacancies they have applied for.	Mandatory
2.12	The Candidate should be able to view, in their self-service account, the details of each vacancy they have applied for (including the vacancy notice).	Significant
2.13	The Candidate must be able to view in their self-service account the status of their application for each one of the vacancies they applied for.	Mandatory
2.14	The proposed solution must prevent the Candidate from applying to vacancies for which the submission deadline has passed.	Mandatory
2.15	The Candidate should only be allowed to apply for a vacancy if all the standard eligibility criteria are met.	Significant
2.16	The Candidate must be able to save partially completed applications and resume editing at a later time.	Mandatory
2.17	The Candidate may preview their application form any time during the recruitment process.	Desirable
2.18	The Candidate must be able to submit their application for a vacancy only if all the mandatory information is completed.	Mandatory
2.19	The Candidate should be able to export their application form using industry standard export formats (e.g., DOCX and PDF).	Significant
2.20	The Candidate should be able to print their application form.	Significant
2.21	The Candidate must not be able to edit the content of the application form and of the attached documents once the application has been submitted.	Mandatory
2.22	The Candidate should be able to view in their self-service account the messages received throughout the recruitment process.	Significant
2.23	The Candidate may view in their self-service account the messages exchanged throughout the recruitment process.	Desirable
2.24	The Candidate should receive an email notification every time a	Significant

NUMBER	REQUIREMENT	PRIORITY
	new message is available in their self-service account.	
2.25	The Candidate must be able to withdraw their application for a post vacancy anytime during the recruitment process.	Mandatory
2.26	The HR Recruitment User should receive a notification when a Candidate who applied for a vacancy has withdrawn their application.	Significant
2.27	The proposed solution must be able to provide a mechanism to recover forgotten user credentials.	Mandatory
2.28	The proposed solution should allow Candidates with a self-service account to select the vacancy types (e.g., job categories) for which they wish to receive automated updates (job alerts).	Significant
2.29	The proposed solution should allow Candidates to send to friends an email with the recommended vacancy.	Significant
3	Run Recruitment Campaign	
3.1	The HR Recruitment User must be able to create a Vacancy Notice from scratch.	Mandatory
3.2	The HR Recruitment User should be able to reuse an existing Vacancy Notice to create a new one.	Significant
3.3	The proposed solution should enable the creation of a Vacancy Notice in French and English under the same vacancy reference.	Significant
3.4	The HR Recruitment User must be able to complete the creation of a Vacancy Notice only after all the mandatory information has been completed.	Mandatory
3.5	The HR Recruitment User must be able to maintain the Vacancy Notice during the advertisement period.	Mandatory
3.6	The HR Recruitment User must be able to preview the Vacancy Notice.	Mandatory
3.7	The HR Recruitment User must be able to print the Vacancy Notice.	Mandatory
3.8	The HR Recruitment User should be able to email the Vacancy Notice.	Significant

NUMBER	REQUIREMENT	PRIORITY
3.9	The HR Recruitment User must be able to export the Vacancy Notice using industry standard export formats (e.g., DOCX and PDF).	Mandatory
3.10	The proposed solution should support the definition of a reviewing workflow for the Vacancy Notice.	Significant
3.11	The proposed solution must support the definition of an approval workflow for the Vacancy Notice.	Mandatory
3.12	The HR Recruitment User should be able to define for a vacancy, the timelines for the different stages of the recruitment process, such as publication date, closure date, selection dates, etc.	Significant
3.13	HR Recruitment User should be able to maintain the vacancy recruitment timelines.	Significant
3.14	The proposed solution must support the publication of the Vacancy Notice in French and English to the NATO HQ Recruitment Website.	Mandatory
3.15	The proposed solution should support the publication of the Vacancy Notice to other third party sites (e.g., social and professional network websites).	Significant
3.16	The HR Recruitment User must be able to define a start date for opening the call for applications for a vacancy.	Mandatory
3.17	The HR Recruitment User must be able to define an end date for closing the call for applications for a vacancy.	Mandatory
3.18	The HR Recruitment User must be able to change anytime during the recruitment process the start and the end dates for the call for applications for a vacancy.	Mandatory
3.19	The HR Recruitment User must be able to cancel the publishing of a vacancy that has been already advertised.	Mandatory
3.20	The proposed solution should support automatic notification of Candidates who applied for a cancelled vacancy.	Significant
4	Manage Applications	
4.1	The HR Recruitment User must be able to view the application form of Candidates who have applied for a vacancy.	Mandatory
4.2	The HR Recruitment User should not be able to view the application form of Candidates who have not applied for a	Significant

NUMBER	REQUIREMENT	PRIORITY
	vacancy.	
4.3	The HR Recruitment User should be able to export selected data from each application form using industry standard export formats (i.e. Microsoft Office XP, PDF, HTML and CSV).	Significant
4.4	The HR Recruitment User must be able to print a Candidate's application form, attached documents as well as the answers to vacancy specific questions.	Mandatory
4.5	The HR Recruitment User should be able to print in bulk application forms, attached documents and answers to vacancy specific questions for a selected number of Candidates.	Significant
4.6	The HR Recruitment User should be able to send via email a Candidate's application form, attached documents and answers to vacancy specific questions.	Significant
4.7	The HR Recruitment User should be able to send in bulk via email, application forms, attached documents and answers to the vacancy specific questions for a selected number of Candidates.	Significant
5	Select Candidates	
5.1	The proposed solution should support several selection stages during the Candidates evaluation process based on predefined criteria and business rules (e.g., long-listing, short-listing, final selection, etc).	Significant
5.2	The proposed solution should support different Candidates evaluation methods for each selection stage (e.g., numerical evaluation, rating, categorisation, etc).	Significant
5.3	The proposed solution must support for each Candidate the comment capture generated by multiple Evaluators in the different stages of the selection process.	Mandatory
5.4	The Evaluator must be able to view only the list of applications for their assigned vacancies.	Mandatory
5.5	The Evaluator must have read-only access to the comments and the evaluation provided by other Evaluators.	Mandatory
5.6	The Evaluator must be able to view for each Candidate the application form and the attached documents, when available.	Mandatory
5.7	The proposed solution should support the identification of	Significant

NUMBER	REQUIREMENT	PRIORITY
	qualified Candidates after each selection stage.	
5.8	The proposed solution should support the definition of a review workflow for the list of Candidates compiled after each selection stage.	Significant
5.9	The proposed solution must support the definition of an approval workflow for the list of Candidates compiled after each selection stage.	Mandatory
5.10	The proposed solution must support the generation of notifications to selected or non-selected Candidates after each selection stage.	Mandatory
5.11	The proposed solution should support the coordination of tests and interviews based on pre-defined business rules.	Significant
5.12	The HR Recruitment User should be able to send invitations for tests and/or interviews to Candidates.	Significant
5.13	The proposed solution must provide the ability to attach test results and other documents to a Candidate's record.	Mandatory
5.14	The HR Recruitment User must be able to attach various documents pertaining to the vacancy (e.g. Panel Report, Tests results).	Mandatory
5.15	The HR Recruitment User may be able to manage meeting room booking (book, cancel, and change reservation) for tests and interviews.	Desirable
5.16	The proposed solution may support collaboration (collaborative platform) across multiple participants to interview panels.	Desirable
5.17	The proposed solution should support the capture of interview panel ratings, based on an assessment sheet and comments for each participating Candidate.	Significant
5.18	The proposed solution should be able to support the definition of an approval workflow for the Panel Report.	Significant
5.19	The proposed solution must support the capture of the successful Candidate(s) at the end of the selection process.	Mandatory
5.20	The proposed solution should support the creation of reserve lists for a vacancy, following the selection process.	Significant
5.21	The proposed solution should enable the creation of a hierarchy	Significant

NUMBER	REQUIREMENT	PRIORITY
	among selected Candidates following the selection process.	
6	On-board Selected Applicants	
6.1	The proposed solution should support an on-boarding process for selected Candidate(s).	Significant
6.2	The proposed solution should support the generation and distribution of standard forms to the successful Candidates and within the Organization (e.g., Nomination package, Offer Letter, etc).	Significant
6.3	The proposed solution should support, where possible, the completion of pre-defined on-boarding forms in electronic format by Candidates who accepted employment with the Organization.	Significant
6.4	The proposed solution should enable the follow-up of the different on-boarding steps (e.g., Security Clearance, Medical Clearance, Offer Letter, etc) for the successful Candidate(s).	Significant
6.5	The proposed solution may trigger automatic notifications to interested parties (e.g., NATO services and NATO delegations) about the commencement of employment with the Organization of Candidate(s) who accepted employment (e.g., allocation of office space, allocation of computers and access accounts, generation of access and parking passes, insurance providers, etc).	Desirable
6.6	The HR Recruitment User should be able to maintain the start date for successful Candidate(s).	Significant
6.7	The proposed solution should provide the ability to maintain different statuses for successful Candidate(s) during the on-boarding process (e.g., eligible, not eligible, offer letter accepted, offer letter declined, etc).	Significant
6.8	The HR Recruitment User should be able to start the on-boarding for the second best qualified Candidate, when the successful Candidate is not eligible.	Significant
6.9	There should be a means for the HR Recruitment User to submit for review and approval the proposal to appoint the second best qualified Candidate.	Significant
6.10	The proposed solution should support the definition of review workflow(s) for different documents (e.g., nomination package, offer letter) generated during the on-boarding process.	Significant

NUMBER	REQUIREMENT	PRIORITY
6.11	The proposed solution should support the definition of approval workflow(s) for different documents (e.g., nomination package, offer letter) generated during the on-boarding process.	Significant
7	Review and Approval of Documents	
7.1	The proposed solution should be able to trigger an automatic notification in the mailbox of the recipient, every time an information item is sent for review or approval.	Significant
7.2	The HR Recruitment User should be able to define a review workflow for an information item.	Significant
7.3	The HR Recruitment User should be able to initiate a review workflow for an information item.	Significant
7.4	The Reviewer should be able to add their comments before an information item progresses further.	Significant
7.5	The Reviewer should be able to send their comments back to the HR Recruitment User.	Significant
7.6	There should be a mean for the HR Recruitment User to receive a notification when the Reviewer sends their comments on an information item.	Significant
7.7	If the Reviewer does not take action within a predefined time period an information item must be considered accepted as-is and become available to the next Reviewer.	Significant
7.8	If the Reviewer does not take action within a predefined time period, a notification should be sent to the HR Recruitment User.	Significant
7.9	If the Reviewer does not take action within a predefined time period, the HR Recruitment User should be able to decide whether the information is progressed further to the next Reviewer.	Significant
7.10	The Reviewer should have read-only access to the comments added by the previous Reviewer(s).	Significant
7.11	The Reviewer should not be able to perform any action on an information item once they have completed the review and the information item progresses further.	Significant
7.12	The HR Recruitment User must be able to define an approval workflow for an information item.	Mandatory

NUMBER	REQUIREMENT	PRIORITY
7.13	The HR Recruitment User must be able to initiate an approval workflow for an information item.	Mandatory
7.14	The Approver must be able to approve an information item.	Mandatory
7.15	The Approver must be able to decline approval of an information item.	Mandatory
7.16	Before the information item is sent further, the Approver must be able to add their comments.	Mandatory
7.17	There should be a means for the HR Recruitment User to receive a notification when the Approver declined approval of an information item.	Significant
7.18	The Approver should be able to delegate their approval rights and responsibilities to another Approver.	Significant
7.19	The Approver should be able to withdraw the delegation of approval rights and responsibilities to another Approver.	Significant
7.20	The proposed solution should be able to send a reminder that prompts the Approver to approve the information item, if no action is taken within a predefined time period.	Significant
7.21	The Approver must have read-only access to the comments added by the previous Approver(s).	Mandatory
7.22	The Approver must not be able to perform any action once they approved or declined approval of an information item.	Mandatory
8	Archive Information	
8.1	The proposed solution should be able to provide the means to archive the information captured in the application forms and the additional information recorded during the recruitment process for a period of at least 5 years.	Significant
9	Search & Retrieve Information	
9.1	The proposed solution must support the creation and update of a searchable individual record for each Candidate.	Mandatory
9.2	There should be a means to retrieve archived information related to Candidates and Vacancies.	Significant
9.3	The proposed solution must support searches based on keywords or combination of keywords for all registered	Mandatory

NUMBER	REQUIREMENT	PRIORITY
	Candidates and their records.	
9.4	There must be means to retrieve Candidates and Vacancies using one or more values of one or more Metadata Elements as search criteria.	Mandatory
9.5	The proposed solution should, at a minimum, support AND and OR Boolean search operators.	Significant
9.6	The proposed solution should support the creation of searchable reserve lists of Candidates for a vacancy.	Significant
9.7	The proposed solution should support browsing in order to retrieve relevant application records.	Significant
9.8	The proposed solution should allow search for relevant applications records on multiple criteria simultaneously (e.g., Name, Applicant Status, Current Nationality etc).	Significant
9.9	The proposed solution must be able to perform full text searches in the application form and the application-related documents.	Mandatory
9.10	The proposed solution should allow searching for the relevant applications records using wildcards.	Significant
10	Run Reports and Statistics	
10.1	The proposed solution must provide the ability to create /generate/extract reports based on the data available in the solution.	Mandatory
10.2	The proposed solution must provide the ability to generate standard and ad-hoc reports in industry standard formats (e.g., XLS, PDF, HTML, and CSV).	Mandatory
10.3	The solution must provide the possibility to run/extract customised reports.	Mandatory
10.4	The solution must provide the possibility to run/extract customised statistics.	Mandatory

Annex B – Compliance Matrix

Refer to the Excel spreadsheet titled “RFP 2012-05 Part II Annex B - Compliance Matrix”.

Annex C – Price

Refer to the Excel spreadsheet titled “RFP 2012-05 Part II Annex C - Price”.

MANDATORY REQUIREMENTS WEIGHT FACTOR: 65%

COMPLIANCE RATING SCALE	
Each mandatory requirement should be rated for either Type A or Type B compliance. The type of compliance rating to be used for each requirement is indicated by the non-shaded cells.	
TYPE A RATING	
0	The requirement cannot be met by the solution.
1	The requirement cannot be met by the standard, "out-of-the-box" solution, and requires the need for customisation during the implementation phase (i.e., above and beyond the "normal" amount of configuration).
2	The requirement can be met by the standard, "out-of-the-box" solution, without the need for any customisation during the implementation phase (i.e., requiring configuration only).
TYPE B RATING	
0	The requirement cannot be met.
1	The requirement can be met.

REQUIREMENT NUMBER	REQUIREMENT	PRIORITY	COMPLIANCE - Type A [0 / 1 / 2] (Refer to compliance rating scale above)	COMPLIANCE - Type B [0 / 1] (Refer to compliance rating scale above)	LOCATION OF SUPPORTING REFERENCE IN PROPOSAL	COMMENTS
	2.2 Non-Functional Requirements					
	2.2.1 User Access Requirements					
1	The solution must support the definition of more than one User Access Roles.	Mandatory				
2	Access Rights should be assigned to the User Role and not to each Individual who is a member of NATO HQ Staff.	Mandatory				
3	Each User Role must be associated with specific Access Rights.	Mandatory				

4	There must be a means to assign any NATO HQ User to one or more User Roles.	Mandatory				
6	There must be a User Role that permits to assign to and remove NATO HQ Users from User Roles.	Mandatory				
2.2.2 Security Requirements						
1	The HR Recruitment User should only be able to access the solution interface in a secured way from inside NATO HQ. The Bidder must include a technical proposal outlining how this restriction is to be achieved.	Mandatory				
4	The solution must be able to provide username and password-secured access to the different user roles (e.g., Candidate, HR Recruitment User, Reviewer, Approver, Evaluator, etc).	Mandatory				
5	In case of a security incident, the Bidders must agree with specific handling procedures through an SLA.	Mandatory				
6	All web traffic must be encrypted (e.g., https).	Mandatory				
7	The database storing the user passwords must be encrypted.	Mandatory				
8	The proposed solution will be subject to periodic and random web security assessments conducted by NATO or by external security testing providers and all security findings must be addressed. These web security assessments will be done in accordance with an agreed SLA between the Bidder and NATO that will be formulated and finalized after the contract award.	Mandatory				
9	The user password must comply with the following complexity requirements: - Password must be at least 9 characters long - Password must contain characters from 3 of 4 classes - Upper case letters - Lower case letters - Numbers - Special characters	Mandatory				
10	The Bidder must be able to provide, on NATO's request, a copy of the security event logs, to be exported in standard formats.	Mandatory				
11	The data centre hosting the proposed solution must have in place a BPS (Border Protection Services) able to monitor and detect malicious activities run against the implemented solution.	Mandatory				

12	The proposed solution must undergo a web security assessment conducted by NATO before going into production, and all security findings must be appropriately responded to.	Mandatory				
13	The proposed solution must support security mechanisms – such as CAPTCHA – that ensure that applicant accounts/profiles are created and job applications are submitted by individuals and not by automated scripts.	Mandatory				
15	The proposed solution must run all files uploaded by users (e.g., Candidate CVs, test results, etc.) through an antivirus scan. Files that trigger antivirus alerts must be blocked from being uploaded.	Mandatory				
16	The Bidder must maintain a backup solution for ensuring content integrity and access availability.	Mandatory				
17	The Bidder must ensure that all backup data receives the same level of protection as applies to production data.	Mandatory				
18	The Bidder shall provide adequate security hardening for both the infrastructure and the application in accordance with best security practices and security advice potentially provided by NATO.	Mandatory				
19	The Bidder shall ensure that the hosting data centre will not allow the sharing of servers that will host the NATO solution with those belonging to other customers. Where this is not possible, then the hosting data centre shall acknowledge and accept that periodic web security assessments (as specified in 2.2.2.8) may affect the operational performance of the shared servers hosting the NATO solution.	Mandatory				
2.2.3 Availability Requirements						
1	The Bidder is able to ensure 98% service availability on a 24/7/365 basis.	Mandatory				
2.2.5 General Non-Functional Requirements						
1	The proposed solution must be based on a “Software-as-a-Service” model and the proposal must include provision for service management and hosting through the Bidder.	Mandatory				

2	The data, including the archive and all backup data must be hosted in a NATO member nation. (The following nations are currently members: Albania, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom, United States.)	Mandatory				
3	The data, including the archive, must be processed according to the highest standards of personal data protection and the movement of such data (in compliance with the Privacy and Data Protection Policies of the NATO nation country hosting the proposed solution).	Mandatory				
5	The Candidates self-service interface (i.e. portal) language must be bilingual (English and French).	Mandatory				
7	The initial access point for NATO Candidates to the proposed solution must be through a hyperlink from the official NATO Website (www.nato.int).	Mandatory				
8	The solution must follow NATO's visual identity guidelines, which shall be provided by NATO.	Mandatory				
9	At NATO's request, the Bidder must be able to return all NATO's data that is stored in the proposed solution database.	Mandatory				
10	The Bidder must comply with NATO's Retention and Disposal Policy (C-M(2009)0021) and confirm, through an official letter, the destruction of data and back-up/archives at the end of the retention period as determined by NATO (currently 5 years - please refer to functional requirement 8.1 in Section 2.3). The bidder must also provide in the letter (on an annual basis) a description of the data that has been destroyed.	Mandatory				
11	The proposed solution must support interfacing (e.g., data extraction, transfer, exchange and synchronisation) with the Oracle E-Business Suite Release 12.1 ERP solution set.	Mandatory				
2.2.6 Training Requirements						
1	The supplier should be able to provide initiation training for the HR Recruitment Users.	Mandatory				
2.2.7 Support Requirements						
1	The Bidder must explain the roles and responsibilities of each level of support.	Mandatory				

2	The Bidder must be willing to enter into a Service Level Agreement (SLA) for the provision of solution support (subject to contract).	Mandatory				
4	The Bidder must explain the future evolution of the proposed solution in terms of: - upgrades - new releases - functional enhancements.	Mandatory				
2.3 Functional Requirements						
1 Generic Functional Requirements						
1.1	The proposed solution must support the development and processing of Vacancy Notices in French and English for existing and new posts.	Mandatory				
1.2	The proposed solution must support the development of a standard application form.	Mandatory				
1.6	The proposed solution must be able to support the retention and presentation of a historical record of advertised vacancies and selections (competitions) including timelines and milestones such as publication date, closure date, interview panel date, etc.	Mandatory				
1.7	The proposed solution must support the creation and update of a searchable individual record for each Candidate.	Mandatory				
1.8	The proposed solution must enable automatic generation of emails to registered Candidates based on pre-defined business rules.	Mandatory				
1.10	The proposed solution must support the printing of all the automatic and manually generated emails for each Candidate who applied for a vacancy.	Mandatory				
1.12	The proposed solution must support the deletion of registered Candidate accounts by the HR Recruitment User in the Organization for any reason.	Mandatory				
1.13	The proposed solution must support the generation of an automated notification to the registered Candidate that their self-service account has been deleted.	Mandatory				
2 Provide Self-Service						
2.1	The proposed solution must be able to deliver recruitment self-service to interested Candidates through a secure, public facing web site.	Mandatory				
2.2	The proposed solution must support the creation of a recruitment self-service account by the Candidate.	Mandatory				

2.3	<p>The Candidate must be able to maintain* a recruitment self-service account where they can manage application form(s) and other application related information (e.g., Motivation Letter and CV).</p> <p>* Unless explicitly stated otherwise in a particular instance, the word "maintain" as used in this document is short for:</p> <ul style="list-style-type: none"> - Create (i.e. record for the first time); - Read (i.e. allow read and / or view access); - Update (i.e. modify a previous value); and - Delete (i.e. remove an existing record). 	Mandatory				
2.4	The Candidate must be able to attach additional documents (e.g., Motivation Letter and CV) to the application in industry standard formats.	Mandatory				
2.6	The Candidate must be able to apply for a NATO IS advertised vacancy through the self-service interface.	Mandatory				
2.7	The Candidate must be able to apply for a NATO IS advertised vacancy only if they have a user account.	Mandatory				
2.8	The proposed solution must allow Candidates to apply for more than one vacancy at a time.	Mandatory				
2.9	The Candidate must be able to apply only for an advertised post vacancy (no spontaneous application permitted).	Mandatory				
2.10	The Candidate must be able to update the information captured in the application form before applying for a new vacancy.	Mandatory				
2.11	The Candidate must be able to view, in their self-service account, the list of all vacancies they have applied for.	Mandatory				
2.13	The Candidate must be able to view in their self-service account the status of their application for each one of the vacancies they applied for.	Mandatory				
2.14	The proposed solution must prevent the Candidate from applying to vacancies for which the submission deadline has passed.	Mandatory				
2.16	The Candidate must be able to save partially completed applications and resume editing at a later time.	Mandatory				
2.18	The Candidate must be able to submit their application for a vacancy only if all the mandatory information is completed.	Mandatory				
2.21	The Candidate must not be able to edit the content of the application form and of the attached documents once the application has been submitted.	Mandatory				

2.25	The Candidate must be able to withdraw their application for a post vacancy anytime during the recruitment process.	Mandatory				
2.27	The proposed solution must be able to provide a mechanism to recover forgotten user credentials.	Mandatory				
3	Run Recruitment Campaign					
3.1	The HR Recruitment User must be able to create a Vacancy Notice from scratch.	Mandatory				
3.4	The HR Recruitment User must be able to complete the creation of a Vacancy Notice only after all the mandatory information has been completed.	Mandatory				
3.5	The HR Recruitment User must be able to maintain the Vacancy Notice during the advertisement period.	Mandatory				
3.6	The HR Recruitment User must be able to preview the Vacancy Notice.	Mandatory				
3.7	The HR Recruitment User must be able to print the Vacancy Notice.	Mandatory				
3.9	The HR Recruitment User must be able to export the Vacancy Notice using industry standard export formats (e.g., DOCX and PDF).	Mandatory				
3.11	The proposed solution must support the definition of an approval workflow for the Vacancy Notice.	Mandatory				
3.14	The proposed solution must support the publication of the Vacancy Notice in French and English to the NATO HQ Recruitment Website.	Mandatory				
3.16	The HR Recruitment User must be able to define a start date for opening the call for applications for a vacancy.	Mandatory				
3.17	The HR Recruitment User must be able to define an end date for closing the call for applications for a vacancy.	Mandatory				
3.18	The HR Recruitment User must be able to change anytime during the recruitment process the start and the end dates for the call for applications for a vacancy.	Mandatory				
3.19	The HR Recruitment User must be able to cancel the publishing of a vacancy that has been already advertised.	Mandatory				
4	Manage Applications					
4.1	The HR Recruitment User must be able to view the application form of Candidates who have applied for a vacancy.	Mandatory				
4.4	The HR Recruitment User must be able to print a Candidate's application form, attached documents as well as the answers to vacancy specific questions.	Mandatory				
5	Select Candidates					

5.3	The proposed solution must support for each Candidate the comment capture generated by multiple Evaluators in the different stages of the selection process.	Mandatory				
5.4	The Evaluator must be able to view only the list of applications for their assigned vacancies.	Mandatory				
5.5	The Evaluator must have read-only access to the comments and the evaluation provided by other Evaluators.	Mandatory				
5.6	The Evaluator must be able to view for each Candidate the application form and the attached documents, when available.	Mandatory				
5.9	The proposed solution must support the definition of an approval workflow for the list of Candidates compiled after each selection stage.	Mandatory				
5.10	The proposed solution must support the generation of notifications to selected or non-selected Candidates after each selection stage.	Mandatory				
5.13	The proposed solution must provide the ability to attach test results and other documents to a Candidate's record.	Mandatory				
5.14	The HR Recruitment User must be able to attach various documents pertaining to the vacancy (e.g. Panel Report, Tests results).	Mandatory				
5.19	The proposed solution must support the capture of the successful Candidate(s) at the end of the selection process.	Mandatory				
7	Review and Approval of Documents					
7.12	The HR Recruitment User must be able to define an approval workflow for an information item.	Mandatory				
7.13	The HR Recruitment User must be able to initiate an approval workflow for an information item.	Mandatory				
7.14	The Approver must be able to approve an information item.	Mandatory				
7.15	The Approver must be able to decline approval of an information item.	Mandatory				
7.16	Before the information item is sent further, the Approver must be able to add their comments.	Mandatory				
7.21	The Approver must have read-only access to the comments added by the previous Approver(s).	Mandatory				
7.22	The Approver must not be able to perform any action once they approved or declined approval of an information item.	Mandatory				
9	Search & Retrieve Information					

9.1	The proposed solution must support the creation and update of a searchable individual record for each Candidate.	Mandatory				
9.3	The proposed solution must support searches based on keywords or combination of keywords for all registered Candidates and their records.	Mandatory				
9.4	There must be means to retrieve Candidates and Vacancies using one or more values of one or more Metadata Elements as search criteria.	Mandatory				
9.9	The proposed solution must be able to perform full text searches in the application form and the application-related documents.	Mandatory				
10	Run Reports and Statistics					
10.1	The proposed solution must provide the ability to create /generate/extract reports based on the data available in the solution.	Mandatory				
10.2	The proposed solution must provide the ability to generate standard and ad-hoc reports in industry standard formats (e.g., XLS, PDF, HTML, and CSV).	Mandatory				
10.3	The solution must provide the possibility to run/extract customised reports.	Mandatory				
10.4	The solution must provide the possibility to run/extract customised statistics.	Mandatory				
			0	0		
			0			

Highest possible Type A score: 156

Highest possible Type B score: 20

Highest possible Mandatory Requirements score: 176

SIGNIFICANT REQUIREMENTS WEIGHT FACTOR: 25%

COMPLIANCE RATING SCALE	
Each significant requirement should be rated from 0-2 according to the rating scale below.	
0	The requirement cannot be met by the solution.
1	The requirement cannot be met by the standard, "out-of-the-box" solution, and requires the need for customisation during the implementation phase (i.e., above and beyond the "normal" amount of configuration).
2	The requirement can be met by the standard, "out-of-the-box" solution, without the need for any customisation during the implementation phase (i.e., requiring configuration only).

REQUIREMENT NUMBER	REQUIREMENT	PRIORITY	COMPLIANCE [0 / 1 / 2] (Refer to compliance rating scale above)	LOCATION OF SUPPORTING REFERENCE IN PROPOSAL	COMMENTS
	2.2 Non-Functional Requirements				
	2.2.1 User Access Requirements				
5	The history of the NATO HQ User assigned to a User Role should be maintained.	Significant			
7	It should be possible for a NATO HQ User to delegate their Access Rights to one or more NATO HQ Users for a specific business purpose.	Significant			
	2.2.2 Security Requirements				
2	The Bidder should include a technical proposal addressing the above requirement that is <u>not</u> based on static IP-addresses.	Significant			
3	The HR Recruitment User should only be able to access the solution interface in a secured way from outside NATO HQ using a two-factor authentication mechanism (e.g., authentication tokens).	Significant			
14	The proposed solution should restrict any files uploaded (e.g., Candidate CVs, test results, etc.) to the following file formats: MS Word, MS Excel and PDF.	Significant			

	2.2.3 Performance Requirements				
2	In case of service unavailability, if not recoverable immediately, development of a solution should begin within 4 hours from the moment of breakdown, on a 24/7/365 basis.	Significant			
	2.2.4 Scalability Requirements				
1	The Bidder should confirm their capacity for handling up to 100.000 applications submitted throughout the whole year.	Significant			
2	The Bidder should confirm their capacity for handling multiple recruitment business models spread across multiple NATO Organisational Units (e.g., NATO HQ, NATO Agencies, etc).	Significant			
	2.2.5 General Non-Functional Requirements				
4	The language of the back-end interfaces of the proposed solution should be bilingual (English and French).	Significant			
6	The language setting selected by the Candidate should be retained in the Candidate's profile for subsequent use.	Significant			
	2.2.6 Support Requirements				
3	The Bidder should be able to continually provide support for the proposed solution during NATO official working hours (08:30-18:00 CET).	Significant			
	2.3 Functional Requirements				
1	Generic Functional Requirements				
1.3	The proposed solution should support the definition of standard eligibility criteria for the application form (e.g., nationality and age).	Significant			
1.4	The proposed solution should support the definition of vacancy specific selection questions (such as post specific requirements or killer questions).	Significant			
1.5	The proposed solution should support the identification of internal candidates.	Significant			
1.9	The proposed solution should enable the manual generation of emails to registered Candidates based on pre-defined business rules.	Significant			
1.14	The proposed solution should have the capacity to handle multiple recruitment processes for various employment types (e.g., for temporary staff, for permanent staff, for interns, etc).	Significant			
2	Provide Self-Service				
2.5	The proposed solution should allow Candidates to attach a predefined number of additional documents to the application.	Significant			

2.12	The Candidate should be able to view, in their self-service account, the details of each vacancy they have applied for (including the vacancy notice).	Significant			
2.15	The Candidate should only be allowed to apply for a vacancy if all the standard eligibility criteria are met.	Significant			
2.19	The Candidate should be able to export their application form using industry standard export formats (e.g., DOCX and PDF).	Significant			
2.20	The Candidate should be able to print their application form.	Significant			
2.22	The Candidate should be able to view in their self-service account the messages received throughout the recruitment process.	Significant			
2.24	The Candidate should receive an email notification every time a new message is available in their self-service account.	Significant			
2.26	The HR Recruitment User should receive a notification when a Candidate who applied for a vacancy has withdrawn their application.	Significant			
2.28	The proposed solution should allow Candidates with a self-service account to select the vacancy types (e.g., job categories) for which they wish to receive automated updates (job alerts).	Significant			
2.29	The proposed solution should allow Candidates to send to friends an email with the recommended vacancy.	Significant			
3	Run Recruitment Campaign				
3.2	The HR Recruitment User should be able to reuse an existing Vacancy Notice to create a new one.	Significant			
3.3	The proposed solution should enable the creation of a Vacancy Notice in French and English under the same vacancy reference.	Significant			
3.8	The HR Recruitment User should be able to email the Vacancy Notice.	Significant			
3.10	The proposed solution should support the definition of a reviewing workflow for the Vacancy Notice.	Significant			
3.12	The HR Recruitment User should be able to define for a vacancy, the timelines for the different stages of the recruitment process, such as publication date, closure date, selection dates, etc.	Significant			
3.13	HR Recruitment User should be able to maintain the vacancy recruitment timelines.	Significant			

3.15	The proposed solution should support the publication of the Vacancy Notice to other third party sites (e.g., social and professional network websites).	Significant			
3.20	The proposed solution should support automatic notification of Candidates who applied for a cancelled vacancy.	Significant			
4	Manage Applications				
4.2	The HR Recruitment User should not able to view the application form of Candidates who have not applied for a vacancy.	Significant			
4.3	The HR Recruitment User should be able to export selected data from each application form using industry standard export formats (i.e. Microsoft Office XP, PDF, HTML and CSV).	Significant			
4.5	The HR Recruitment User should be able to print in bulk application forms, attached documents and answers to vacancy specific questions for a selected number of Candidates.	Significant			
4.6	The HR Recruitment User should be able to send via email a Candidate's application form, attached documents and answers to vacancy specific questions.	Significant			
4.7	The HR Recruitment User should be able to send in bulk via email, application forms, attached documents and answers to the vacancy specific questions for a selected number of Candidates.	Significant			
5	Select Candidates				
5.1	The proposed solution should support several selection stages during the Candidates evaluation process based on predefined criteria and business rules (e.g., long-listing, short-listing, final selection, etc).	Significant			
5.2	The proposed solution should support different Candidates evaluation methods for each selection stage (e.g., numerical evaluation, rating, categorisation, etc).	Significant			
5.7	The proposed solution should support the identification of qualified Candidates after each selection stage.	Significant			
5.8	The proposed solution should support the definition of a review workflow for the list of Candidates compiled after each selection stage.	Significant			
5.11	The proposed solution should support the coordination of tests and interviews based on pre-defined business rules.	Significant			
5.12	The HR Recruitment User should be able to send invitations for tests and/or interviews to Candidates.	Significant			

5.17	The proposed solution should support the capture of interview panel ratings, based on an assessment sheet and comments for each participating Candidate.	Significant			
5.18	The proposed solution should be able to support the definition of an approval workflow for the Panel Report.	Significant			
5.20	The proposed solution should support the creation of reserve lists for a vacancy, following the selection process.	Significant			
5.21	The proposed solution should enable the creation of a hierarchy among selected Candidates following the selection process.	Significant			
6	On-board Selected Applicants				
6.1	The proposed solution should support an on-boarding process for selected Candidate(s).	Significant			
6.2	The proposed solution should support the generation and distribution of standard forms to the successful Candidates and within the Organization (e.g., Nomination package, Offer Letter, etc).	Significant			
6.3	The proposed solution should support, where possible, the completion of pre-defined on-boarding forms in electronic format by Candidates who accepted employment with the Organization.	Significant			
6.4	The proposed solution should enable the follow-up of the different on-boarding steps (e.g., Security Clearance, Medical Clearance, Offer Letter, etc) for the successful Candidate(s).	Significant			
6.6	The HR Recruitment User should be able to maintain the start date for successful Candidate(s).	Significant			
6.7	The proposed solution should provide the ability to maintain different statuses for successful Candidate(s) during the on-boarding process (e.g., eligible, not eligible, offer letter accepted, offer letter declined, etc).	Significant			
6.8	The HR Recruitment User should be able to start the on-boarding for the second best qualified Candidate, when the successful Candidate is not eligible.	Significant			
6.9	There should be a means for the HR Recruitment User to submit for review and approval the proposal to appoint the second best qualified Candidate.	Significant			
6.10	The proposed solution should support the definition of review workflow(s) for different documents (e.g., nomination package, offer letter) generated during the on-boarding process.	Significant			

6.11	The proposed solution should support the definition of approval workflow(s) for different documents (e.g., nomination package, offer letter) generated during the on-boarding process.	Significant			
7	Review and Approval of Documents				
7.1	The proposed solution should be able to trigger an automatic notification in the mailbox of the recipient, every time an information item is sent for review or approval.	Significant			
7.2	The HR Recruitment User should be able to define a review workflow for an information item.	Significant			
7.3	The HR Recruitment User should be able to initiate a review workflow for an information item.	Significant			
7.4	The Reviewer should be able to add their comments before an information item progresses further.	Significant			
7.5	The Reviewer should be able to send their comments back to the HR Recruitment User.	Significant			
7.6	There should be a mean for the HR Recruitment User to receive a notification when the Reviewer sends their comments on an information item.	Significant			
7.7	If the Reviewer does not take action within a predefined time period an information item must be considered accepted as-is and become available to the next Reviewer.	Significant			
7.8	If the Reviewer does not take action within a predefined time period, a notification should be sent to the HR Recruitment User.	Significant			
7.9	If the Reviewer does not take action within a predefined time period, the HR Recruitment User should be able to decide whether the information is progressed further to the next Reviewer.	Significant			
7.10	The Reviewer should have read-only access to the comments added by the previous Reviewer(s).	Significant			
7.11	The Reviewer should not be able to perform any action on an information item once they have completed the review and the information item progresses further.	Significant			
7.17	There should be a means for the HR Recruitment User to receive a notification when the Approver declined approval of an information item.	Significant			
7.18	The Approver should be able to delegate their approval rights and responsibilities to another Approver.	Significant			
7.19	The Approver should be able to withdraw the delegation of approval rights and responsibilities to another Approver.	Significant			

7.20	The proposed solution should be able to send a reminder that prompts the Approver to approve the information item, if no action is taken within a predefined time period.	Significant			
8	Archive information				
8.1	The proposed solution should be able to provide the means to archive the information captured in the application forms and the additional information recorded during the recruitment process for a period of at least 5 years.	Significant			
9	Search & Retrieve Information				
9.2	There should be a means to retrieve archived information related to Candidates and vacancies.	Significant			
9.5	The proposed solution should, at a minimum, support AND and OR Boolean search operators.	Significant			
9.6	The proposed solution should support the creation of searchable reserve lists of Candidates for a vacancy.	Significant			
9.7	The proposed solution should support browsing in order to retrieve relevant application records.	Significant			
9.8	The proposed solution should allow search for relevant applications records on multiple criteria simultaneously (e.g., Name, Applicant Status, Current Nationality etc).	Significant			
9.10	The proposed solution should allow searching for the relevant applications records using wildcards.	Significant			
			0		

Highest possible Significant Requirements score: 162

DESIRABLE REQUIREMENTS WEIGHT FACTOR: 10%

COMPLIANCE RATING SCALE	
Each desirable requirement should be rated from 0-2 according to the rating scale below.	
0	The requirement cannot be met by the solution.
1	The requirement cannot be met by the standard, "out-of-the-box" solution, and requires the need for customisation during the implementation phase (i.e., above and beyond the "normal" amount of configuration).
2	The requirement can be met by the standard, "out-of-the-box" solution, without the need for any customisation during the implementation phase (i.e., requiring configuration only).

REQUIREMENT NUMBER	REQUIREMENT	PRIORITY	COMPLIANCE [0 / 1 / 2] (Refer to compliance rating scale above)	LOCATION OF SUPPORTING REFERENCE IN PROPOSAL	COMMENTS
	2.3 Functional Requirements				
1	Generic Functional Requirements				
1.11	The proposed solution may support the export of all the automatic and manually generated emails for each Candidate that applied for a vacancy.	Desirable			
2	Provide Self-Service				
2.17	The Candidate may preview their application form any time during the recruitment process.	Desirable			
2.23	The Candidate may view in their self-service account the messages exchanged throughout the recruitment process.	Desirable			
5	Select Candidates				
5.15	The HR Recruitment User may be able to manage meeting room booking (book, cancel, and change reservation) for tests and interviews.	Desirable			
5.16	The proposed solution may support collaboration (collaborative platform) across multiple participants to interview panels.	Desirable			

6	On-board Selected Applicants				
6.5	The proposed solution may trigger automatic notifications to interested parties (e.g., NATO services and NATO delegations) about the commencement of employment with the Organization of Candidate(s) who accepted employment (e.g., allocation of office space, allocation of computers and access accounts, generation of access and parking passes, insurance providers, etc).	Desirable			
			0		

Highest possible Desirable Requirements score: 12

Please provide implementation costs below in EUROS.

Implementation Costs (including user training and all travel expenses, if required)		Notes/Comments
1	Mandatory requirements only (including all mandatory security requirements specified in Part II, Annex A, Section 2.2.2)	
2	Mandatory & Significant requirements (including all security requirements specified in Part II, Annex A, Section 2.2.2)	
3	All requirements (Mandatory, Significant and Desirable)	
4	Breakdown of costs associated with compliance with security requirements specified in Part II, Annex A, Section 2.2.2 - if they are not part of the standard, "out-of-the-box" solution, and require the need for customisation during implementation (i.e., above and beyond a "normal" amount of configuration).	

Please specify annual costs in EUROS and indicate what they include (hosting, data storage, maintenance, support, etc.)

For support costs, please provide all relevant support options or levels and modify the table as appropriate. Please incorporate any annual costs related to modification of the candidate portal interface that would be performed by the Bidder.

Please also supply the annual costs for Years 2 & 3. NATO may optionally extend use of the solution during the subsequent 2 years.

Annual Costs	Year 1	Year 2	Year 3
--------------	--------	--------	--------

Annual cost [specify details of what these costs include - add lines as necessary]	
Support option 1 [modify as necessary]	
Support option 2 [modify as necessary]	
Support option 3 [modify as necessary]	

Estimated number of users	
HR Recruitment User	10
Reviewers and Approvers	50
Evaluators	150
Internship candidates/applicants	Historical maximum: 12,000 per year
Total NATO HQ staff	Approximately 1,200

RFP 2012/05

PART III
GENERAL CONTRACT
SPECIFICATIONS

E-RECRUITMENT SOLUTION

**NORTH ATLANTIC TREATY ORGANIZATION
PROCUREMENT SERVICE**

•
BOULEVARD LEOPOLD III
1110 BRUSSELS
BELGIUM

Tel: (32-2) 707 42 02 – Fax: (32-2) 707 49 27

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**NORTH ATLANTIC TREATY ORGANISATION
PROCUREMENT AND SUPPLIES SERVICE**

**B-1110 BRUSSELS
BELGIUM**

TEL. :(32-2)707 41 11 • FAX. :(32-2)707 49 27

Acceptance

**OF CONDITIONS GOVERNING
NATO CALLS FOR BIDS**

I the undersigned,
(name, title or position)

being duly authorised by :

Name of firm :

Address :
(street and n°)

Town and Country :

Hereby certify that I have read the General and Special Conditions governing Request for Proposal n° RFP 2012/05.

I agree that, in the event of the firm which I represent being awarded a contract for the supply of the whole or part of the goods and/or services covered by this Call for Bids, these Conditions shall be binding on the said firm.

Done in on.....

To:

North Atlantic Treaty Organisation
Head of Procurement and Supplies Service
1110 Brussels
BELGIUM

**NORTH ATLANTIC TREATY ORGANISATION
PROCUREMENT AND SUPPLIES SERVICE**

**B-1110 BRUXELLES
BELGIUM**

TEL. :(32-2)707 41 11 • FAX. :(32-2)707 49 27

Withdrawal form

Gentlemen,

We hereby acknowledge receipt of your Request for Proposal n° RFP 2012/05 and regret to decline your offer for the following reason :

Name of the firm :
Location :
Signature

To:

North Atlantic Treaty Organisation
Head of Procurement and Supplies Service
1110 Brussels
BELGIUM

1. GENERAL ADMINISTRATIVE SPECIFICATIONS

- 1.1 The Procurement and Supplies Service, North Atlantic Treaty Organisation (NATO), is responsible for applying the bidding procedure to meet the requirements of the Organisation.
- 1.2 Implementation of this procedure does not entail any obligation to award the contract; the competent authority may either decide not to let the contract or set the procedure in motion again, if necessary in a different form.
- 1.3 When the contract covers several lots, the competent authority reserves the right to allocate some of them only and it may even decide that the other lots will be covered by one or more contracts, if necessary under a different procedure.
- 1.4 Calls for bids may be altered or cancelled in whole or in part, before the closing date stated in the special contract specifications.

2. BIDS

- 2.1 Bids, drafted in French or in English, must be received in duplicate in a sealed envelope, before the closing date stated in the special contract specifications. The official mailing label attached in Annex must be affixed to the outside of the envelope containing the bids. In the event the volume of material exceeds the capacity of the envelope, bids may be inserted into any other larger envelope, carton or box, to the exterior of which shall be affixed the official mailing label.
- 2.2 Up to the closing date, bidders may modify or cancel their offers in whole or in part.
- 2.3 Unless otherwise stated in the special contract specifications, bidders may make alternative proposals on a separate sheet which must be clearly marked «ALTERNATIVE».
- 2.4 The samples referred to in the Special Administrative Clauses must be enclosed with the bid, if necessary under separate cover, provided that no price is stated.

3. AWARDS

- 3.1 The Awards Committee meets in private.
- 3.2 The Awards Committee may accept or reject bids in whole or in part, as stated in 1.2 and 1.3.
- 3.3 The Awards Committee selects the valid bid which it considers the most advantageous, taking into account the quotation, the cost of utilization, the technical characteristics, the reliability of supplies, the professional and financial credibility of each bidder, the time schedule, any other relevant considerations, whether or not they are covered by the Special Administrative Clauses, together with any «SUGGESTIONS» made in the bid, unless otherwise stipulated in the Special Administrative Clauses.
- 3.4 Bidders will be informed in writing whether their offer has been accepted or rejected. No reasons will be given.

4. PRICES

- 4.1 Except where otherwise stated by the bidder, the prices shall be firm and not subject to revision at any time during one year after the date of his offer. No price variation clause can be taken into consideration unless a special prior agreement has been concluded to this effect and confirmed in writing. Prices shall be applicable not only to the quantity stated in the Special Administrative Clauses, but also to any additional orders which may be placed during the year.
- 4.2 After one year, the terms of the contract may be extended from year to year, up to a total of three years, provided that the bidder agrees to maintain his prices.
The price revision clauses will only be taken into account if specified in the Special Administrative Clauses.

5. PRICE CALCULATION

- 5.1 Prices may be quoted in the currency of the bidding country or the country of origin of the merchandise.
- 5.2 Under Articles 9 and 10 of the Ottawa Agreement approved by the Act of 1st February, 1955 (Moniteur Belge, issue of 6th March 1955) : «Services supplied and goods delivered to the Organisation for its official use shall be exempt from value added tax for each operation the cost of which is EURO 123,95 or more, exclusive of VAT. Goods and services supplied in this way will be treated as exports.
- 5.3 Similarly, the Organisation is exempt from all Customs duties and quantitative restrictions on imports and exports in respect of articles imported or exported by the Organisation, for its official use, regardless of the amount. Under this provision, goods imported by the Organisation for its official use are exempt from VAT. Such exemption is granted by the Customs and Excise in accordance with the procedures governing import duties, even in the case of goods on which no such duty is payable.
- 5.4 The form authorising tax-free import will be made available to the successful bidder provided that details are sent to the Customs Unit of the Organisation, along with the order form, a fortnight before the expected date of delivery.
- 5.5 The supplier will be responsible for any bonded warehouse charges arising from failure to observe clause 5.4.

6. ORDERS

All orders placed by the Organisation will invariably be on numbered order forms or contracts signed by the Head of Purchasing and Contracts Service and complete with the Organisation's official stamp. Above a limit stated on the order form or contract, signature of the Financial Controller is necessary.

7. DELIVERY - ACCEPTANCE OF GOODS

- 7.1 Unless otherwise stipulated by the Organisation, goods shall be delivered to the following address between 8.30 and 12.30 hours and 14 and 17 hours from Monday to Thursday and between 8.30 and 12.30 hours and 13 and 16 hours on Friday : NATO - Evere (Brussels) - Zaventem motorway, Reception Warehouse, Building P.
- 7.2 Deliveries must be accompanied by a consignment note in duplicate; one copy will be signed and returned to the supplier while the other will be kept by the Organisation for checking purposes. Acceptance by the Organisation is subject to quantity and quality checks.
- 7.3 Goods shall be delivered packed in accordance with the normal standards applicable to each category of supplies. Packing shall be adequate to protect goods, equipment or supplies from all damage during transport. The supplier shall be entirely responsible for damage due to inadequate packing. No packing materials will be returned.
- 7.4 The delivery dates given in the Special Administrative Clauses must be strictly adhered to unless otherwise stipulated by the contractor, in agreement with the Organisation.
- 7.5 A penalty of 1,000th of the value of goods to be delivered within a time limit which has been indicated and is confirmed by the contractor may be imposed for each day's delay when prejudicial to the Organisation; the Organisation alone will decide when such prejudice has been caused. This penalty will not be imposed in the event of circumstances entirely beyond the control of the supplier duly reported by recorded delivery. The total amount of the penalties imposable under this clause is unlimited.
- 7.6 Goods will be accepted only if they meet recent specifications and are delivered undamaged and subject to quantity checks by the acceptance service and quality checks by the users.
- 7.7 The contractor is required to guarantee for at least 5 years the supply of all spare parts necessary for the maintenance or repair of the furniture or equipment offered.
In the event of these conditions not being respected in full, the Organisation reserves the right either to cancel the order, or to procure the whole of the order from another supplier at the contractor's expense, or to reduce the overall price.

8. HOLDBACK

- 8.1. Unless otherwise stipulated in the Special Administrative Clauses, the Organization will hold back 5% of the value of each invoice presented by the contractor.
- 8.2. The holdback may only be released at the request of the contractor after final acceptance, which takes place by agreement between the contractor and the Organization one year after provisional acceptance.
- 8.3. At the contractor's request the holdback may be replaced by a bank guarantee (or any other generally accepted guarantee instrument) for the same sum, subject to the Organization's agreement.

9. INVOICES

- 9.1 Numbered invoices must be submitted for all orders after FULL delivery.
- 9.2 The invoice should show the references, serial numbers and dates of the order form and the consignment note and give a detailed description of the goods together with their reference numbers.
- 9.3 Invoices must be made out in TRIPLICATE.
- 9.4 As stipulated under 5.2 and 5.3, the Organisation is fully exempt from Customs duties and VAT for all transactions which amount to EURO 123,95 or more, exclusive of VAT.
For this purpose, all invoices must bear the words : «NET OF VAT, ARTICLE 42, PARAGRAPH 3 - 3 OF THE CODE CIRCULAR N° 2/3.1.1978».
- 9.5 Invoices must be sent to the Organisation, for the attention of the Head of Purchasing and Contracts Service, within TEN days of COMPLETION of the deliveries.

10. PAYMENT

- 10.1 Payment will be made by NATO by postal or bank transfer or by cheque after the goods have been accepted on presentation of a provisional acceptance report, where appropriate, and on receipt of invoices in triplicate for the agreed amount as shown on the order form or the work contract, less any performance bond.
- 10.2 Contracts can provide for no advance payments except for services rendered and accepted.

11. COUNTRY OF ORIGIN

The goods supplied must come from one of the NATO member countries.

12. ARBITRATION CLAUSE

- 12.1 Disputes arising from the performance and/or the interpretation of the contract which are not settled amicably, will be submitted to arbitration as follows :
- 12.2 The party instituting the arbitration proceedings shall advise the other party by registered letter, with official notice of delivery, of his desire to have recourse to arbitration. Within a period of thirty days from the date of receipt of this letter, the parties shall jointly appoint an arbitrator. In the event of failure to appoint an arbitrator, the dispute or disputes shall be submitted to an Arbitration Tribunal consisting of three arbitrators, one being appointed by NATO, another by the other contracting party, and the third, who shall act as President of the Tribunal, by these two arbitrators. Should one of the parties fail to appoint an arbitrator during the fifteen days following the expiration of the first period of thirty days, or should the two arbitrators be unable

to agree on the choice of the third member of the Arbitration Tribunal, within thirty days following the expiration of the said first period, the appointment shall be made, within twenty-one days, at the request of the party instituting the proceedings, by the Secretary General of the Permanent Arbitration Court in The Hague.

- 12.3 Regardless of the procedure concerning the appointment of this Arbitration Tribunal, the third arbitrator will have to be of a nationality different from the nationality of the other two members of the Tribunal.
- 12.4 Any arbitrator must be of the nationality of any one of the member states of NATO and shall be bound by the rules of security in force within NATO.
- 12.5 Any person appearing before the Arbitration Tribunal in the capacity of an expert witness shall, if he is of the nationality of one of the member states of NATO, be bound by the rules of security in force within NATO; if he is of another nationality, no NATO classified documents or information shall be communicated to him.
- 12.6 An arbitrator who, for any reason whatsoever, ceases to act as an arbitrator, shall be replaced under the procedure laid down in paragraph 1 above.
- 12.7 The Arbitration Tribunal will take its decisions by a majority vote. It shall decide where it will meet and, unless it decides otherwise, shall follow the arbitration procedures of the International Chamber of Commerce in force.
- 12.8 The award of the Arbitrator or of the Arbitration Tribunal shall be final and there shall be no right of appeal or recourse of any kind. These awards shall determine the apportionment of the arbitration expenses.

13. SECURITY MEASURES

13.1 CONTRACTOR'S WORKFORCE

The designated contractor must undertake to comply with the following requirements:

- a) employ only nationals of NATO member countries at the NATO permanent HQ;
- b) have every member of the team involved in this project (Contractor's team and subcontractor's team) sign an Acknowledgement of Responsibility, a copy of which is attached to these General Administrative Clauses;
- c) at least 15 working days before the start of work, provide the NATO Construction Service with full personal particulars of the workforce to be employed to carry out the works, together with the registration numbers of vehicles that must have access to the site and a list of the machinery to be used;
- d) notify the NATO Administration at least 4 working days in advance of any proposed changes in the team(s) working on the NATO site;
- e) use for the present project only staff approved by the Administration, which is not required to justify its decisions;
- f) immediately terminate the employment at the NATO site of any member of his workforce whose presence is regarded as undesirable by the Organization, without the latter being required to give the grounds for its request; moreover, NATO shall in no circumstances be held liable for the consequences of such a decision;
- g) ensure that members of his workforce are informed that they and their vehicles may be searched on entering or leaving NATO;

- h) nominate a team leader who shall always be present on the work-site to liaise with the Administration on all administrative and technical matters and with the Security Service for matters in its field of responsibility;
- i) take all the necessary precautions to protect persons and property against all risks arising from his works, in accordance with Belgian labour regulations and clauses, and indemnify NATO against any action which might be initiated as a result of these works.

13.2 SITE ACCESS

- a) All access to the work-site shall be via the designated entrance. The contractor and his personnel shall comply with the instructions given by the Administration or the Security Service.
- b) The Contractor and his workforce may only move about within the limits and along the roads specified by NATO.
- c) Work on the contract and movement around the NATO site shall be under the surveillance of one or more members of NATO's Security Service.

Nom/Name :
Adresse/Address :
.....
.....
.....

OTAN **NATO**

Chef du Service des Achats et Approvisionnements
Head of Procurement and Supplies Service

1110 BRUXELLES / BRUSSELS
BELGIQUE / BELGIUM

Demande De Prix
2012/05
Request For Proposal