

REQUEST FOR PROPOSAL 2012/05



NORTH ATLANTIC TREATY ORGANISATION E-RECRUITMENT SOLUTION

Responses to RFP Questions from Bidders (update)

5 September 2012

**NORTH ATLANTIC TREATY ORGANIZATION
PROCUREMENT SERVICE**

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NO.	RFP SECTION REFERENCE	QUESTION	ANSWER
1	General	The solution required, having read the RFP the service looks to be a pure software solution – [Provider] however are able to provide wider services with regards to recruitment i.e a full suite of managed recruitment solutions, from sourcing candidates through to final contract – would this wider scope be applicable or is this a pure software solution?	For the purposes of this RFP, the scope is restricted to a pure software solution and does not include any recruitment management services such as the ones mentioned in the question.
2	Part I 2.4.1	<u>Question</u> Re. Contract Term – 1 + 2 Years A typical software-as-a-service (SaaS) system provider would normally contract with a minimum guaranteed 3 year period in order to spread the costs of implementation and recoup R&D cost through the annual license fee. Is there any merit in considering providing a minimum 3 year contract to avoid providers uplifting prices for a contract that is only guaranteed for a year?	NATO would prefer to have an initial contract term for one year, with an option for an additional two years, as stated in the RFP.
3	Part I Annex 2 (Contractual Clauses) Termination	<u>Question</u> Re. Terms and Conditions – Two weeks Termination Notice Is there scope to amend Terms and Conditions where we consider we would not be able to accept those Terms? If yes, would NATO consider amending the Two weeks Termination notice?	In general, the standard terms and conditions are normally not amended. However, for this particular project, NATO would accept discussing the amendment of the two-week termination notice period with the selected bidder during the contract definition phase.
4	PART II, Annex A (E-Recruitment Solution Requirements) 2.2.2 Security Requirements, No. 9	<i>The user password must comply with the following complexity requirements:</i> - 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 <u>Question</u> [Product] already allows you to set the minimum length of the password (so can be set to 9 characters for example) and also allows you to specify how many non-alphabetic characters must form a part of the password. The passwords are case-	The password complexity requirements outlined in 2.2.2, No. 9 are a NATO standard. If a product cannot enforce these requirements, the following would be acceptable: A minimum password complexity requirement as follows: - Password must be at least 9 characters long - Password policy must be configurable to enforce a specific number of non-alphabetic characters

		<p>sensitive.</p> <p>Can you tell me if this will be acceptable or whether the full extent of what is written above will be insisted upon?</p>	<p><u>Combined with:</u></p> <p><i>The capability to “lock out” a user account after 5 unsuccessful login attempts.</i></p>
5	<p>PART II, Annex A (E-Recruitment Solution Requirements)</p> <p>2.2.2 Security Requirements, No. 13</p>	<p><i>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.</i></p> <p><u>Question</u></p> <p>The wording of this says “such as CAPTCHA” – the security mechanism in [Product] means that an account cannot be created until the candidate has verified the e-mail address (by responding to an automated e-mail message). This ensures that candidate accounts can only be created if the user has access to the e-mail address used.</p> <p>Can you advise me if this will be acceptable?</p>	<p>Yes, the product security mechanism described in the question is acceptable.</p>
6	<p>PART II, Annex A (E-Recruitment Solution Requirements)</p> <p>2.2.2 Security Requirements, No. 19</p>	<p><i>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 above) may affect the operational performance of the shared servers hosting the NATO solution.</i></p> <p><u>Question</u></p> <p>We have the option to provide separate data hosting, but since the e-recruitment system is software-as-a service, the actual ‘solution’ will be shared with all Customers except for local workflow and configurations. Is this your understanding, or would your preference be for a completely separate ‘single instance’ solution?</p>	<p>NATO would prefer a completely separate ‘single instance’ solution. However, this is not a requirement. If a separate ‘single instance’ solution is not possible, “<i>the hosting data centre shall acknowledge and accept that periodic web security assessments may affect the operational performance of the shared servers hosting the NATO solution.</i>”</p> <p>Bidders are asked to specify any additional costs (both implementation and support/maintenance costs) associated with a separate ‘single instance’ solution in the price matrix (Part II, Annex C).</p>
7	<p>PART II, Annex A (E-Recruitment Solution Requirements)</p>	<p><i>The Bidder should confirm their capacity for handling up to 100.000 applications submitted throughout the whole year.</i></p> <p><u>Question</u></p>	<p>The 10,000-12,000/year figure refers to our actual experience with application volumes at the NATO International Staff thus far. However, if successful, the</p>

	2.2.4 Scalability Requirements, No. 1	The introduction in the RFP says 10,000 per year (max 12,000) - which is correct?	proposed solution may potentially be used by other NATO entities/agencies as part of a Shared Service offering in the future. The higher 100,000 figure reflects that possibility for future solution scalability.
8	PART II, Annex A (E-Recruitment Solution Requirements) 2.2.5 General Non-Functional Requirements, No. 10	<i>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).</i> <i>The bidder must also provide in the letter (on an annual basis) a description of the data that has been destroyed.</i> <u>Question</u> Please could you supply me with a copy of the policy?	The NATO Retention and Disposal Policy is available on the NATO website at: http://www.nato.int/nato_static/assets/pdf/pdf_archives/20120327_C-M_2009_0021_INV-Retention_Dispo_of_NATO_Inf.pdf
9	PART II, Annex A (E-Recruitment Solution Requirements) 2.3 Functional Requirements 6 On-board Selected Applicants No. 6.5	<i>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.).</i> <u>Question</u> Could you clarify for me please – are you expecting the application to send notifications directly to people in relevant departments or to "trigger" workflows in other applications? If the latter, what applications would need to be communicated with?	The automatic notifications refer only to email notifications to people, and not to workflow triggers in other applications.
10	PART II, Annex A (E-Recruitment Solution Requirements) 2.3 Functional Requirements 7 Review and	I am currently completing the RFP for the above software. I have a question relating to the following section <i>[2.3 Functional Requirements 7 Review and Approval of Documents]</i> <u>Question</u>	An "information item" is a generic term for a recruitment artefact that would undergo review and approval according to a pre-defined workflow. It could refer to a document (e.g., a vacancy notice, or a recommendation report to appoint a candidate), an offer, a shortlist, etc. The HR

	Approval of Documents	<p>Could you elaborate on what an 'Information Item' is?</p> <p>The questions seem to indicate that there is a document (as opposed to workflow or offer) approval requirement, is this correct?</p>	<p>Recruitment Service expects to be able to define and create review approval workflows for the different stages of the recruitment process.</p>
11	PART II, 3.3 Timeframes and Milestones	<p><u>Question</u> Re. Implementation Period A 3 month implementation period is optimistic for a SaaS solution, is there any flexibility on the timelines to be more realistic at the outset?</p>	<p>The three month implementation period is an estimate for initial project planning purposes. Bidders are certainly encouraged to specify realistic implementation timeframes in their proposals, based on their experience on projects of a similar size and scope.</p>
12	PART II, Annex A (E-Recruitment Solution Requirements) 2.2.5 General Non-Functional Requirements No. 7	<p><u>Question</u> NATO wishes to have integration with the NATO public website for vacancy publication and online application. Does NATO envision to use one channel for all applicants, or would there be a wish to have multiple channels, for instance per country, per job family, per seniority level?</p>	<p>NATO envisions just a single channel for all applicants.</p>
13	PART II, Annex A (E-Recruitment Solution Requirements) 2.2.5 General Non-Functional Requirements No. 8	<p><i>The solution must follow NATO's visual identity guidelines, which shall be provided by NATO.</i></p> <p><u>Question</u> Can a copy of the visual identity guidelines be shared or an abstract be provided for assessment?</p>	<p>Bidders may get an idea of the visual identity guidelines by reviewing the following sample pages from the employment section of the NATO website:</p> <p>http://www.nato.int/wcm-asp/recruit-wide.asp</p> <p>http://www.nato.int/wcm-asp/recruit-hq-e.asp</p> <p>NATO would like the "look and feel" of the proposed candidate self-service application portal to adhere to the visual identity of the sample pages above, to the greatest extent possible.</p>
14	PART II, Annex A (E-Recruitment Solution Requirements)	<p>Is NATO planning to use job boards and/or social media to post vacancies and source candidates? If so, which ones are these?</p>	<p>NATO may use job boards and/or social media sites (e.g., Monster, LinkedIn and Facebook) to publish vacancies in the future.</p>

	2.3 Functional Requirements 3 Run Recruitment Campaign No. 3.15		Please refer to Part II, Annex A, Functional Requirement No. 3.15: <i>The proposed solution should support the publication of the Vacancy Notice to other third party sites (e.g., social and professional network websites).</i>
15	Part I 2.5	Can the deadline for submission of the RFP be postponed due to the publication during the holiday period?	NATO has provided almost eight weeks for the preparation and submission of proposals for RFP 2012/05. It will not be possible to postpone the current response deadline of 10 September 2012, 16:00 CET.