WESTPORTS MALAYSIA SDN BHD

REQUEST FOR PROPOSAL (RFP)

FULL TURNKEY FOR THE SUPPLY, DELIVER, INSTALLATION, TESTING, COMMISSIONING, MIGRATING AND POST IMPLEMENTATION SUPPORT & MAINTENANCE OF A HUMAN RESOURCES TALENT MANAGEMENT SYSTEM

Table of Contents

RESTRICTED

1. RFP Introduction & Background

1.1 Introduction

Westports Malaysia Sdn Bhd or abbreviated as 'Westports', is seeking proposals from qualified vendors for the procurement and implementation of an integrated system for Human Resources Digital Transformation and Talent Management. The purpose of this Request for Proposal (RFP) is to solicit solutions that will enable Westports to streamline and enhance the efficiency of our human resources operations. This includes, but is not limited to performance management, training management, and document management.

This initiative is part of Westports broader HR transformation strategy aimed at improving operational efficiency, driving better employee development, and supporting strategic decision-making through data-driven insights. We are seeking a scalable, user-friendly, and secure solution that can meet our current needs and grow with us as we continue to expand.

Westports may, at its discretion, cancel the requirement in part or in whole. It also reserves the right to accept or reject any proposal and to annul the selection process and reject all proposals at any time prior to selection, without thereby incurring any liability to Vendors. Vendors may withdraw their proposal after submission provided that written notice of withdrawal is received by the Westports prior to the deadline prescribed for submission of proposals.

1.2 Background

Westports established in 1994, is a prominent port operator in Malaysia, primarily managing container and conventional cargo operations at Port Klang. The company has developed into a regional transshipment hub, especially for Southeast Asia, handling over 10 million TEUs (Twenty-foot Equivalent Units) annually. As we continue to grow and adapt to an evolving business landscape, we recognize the need for an advanced system to support our strategic HR objectives. Our current HR processes involve manual workflows which present challenges such as long completion time for repetitive tasks, lack of transparency and lack of standardization.

The selected solution will play a critical role in advancing Westports's mission to attract, develop, and retain top talent while optimizing workforce productivity and fostering a culture of continuous development.

Currently, Westports leverages RISE with SAP S/4HANA Private Cloud Edition (PCE) as our comprehensive ERP solution. In addition to the standard HR functionalities, we have customized loan and incentive module tailored to our specific needs. We also utilize SAP SuccessFactors for Employee Central Core, with payroll and time tracking managed directly within S/4HANA.

1.3 Project Objectives

The primary goals of this HCM system implementation include:

Automation: Reduce the administrative manual tasks involved in training, performance and documentation as the primary focus.

Integration: Ensure seamless data integration across all HR functions and with other internal systems.

Scalability: Implement a flexible solution that can grow with the organization.

Employee Empowerment: Provide employees and managers with self-service tools to manage HR-related activities.

1.4　Key Dates and Timeline

The following RFP Schedule of Events represents the best estimate of the schedule that Westports Malaysia will follow, which is subject to change at the Company's discretion. Vendors are encouraged to hold the demonstration dates listed.

Event	Estimated Date
1. RFP Published	26 November 2024
2. Deadline for Vendor Qualification	9 December 2024
3. Vendor Invitation to Participate	16 December 2024
4. Pre-Proposal Vendor Teleconference	6 January - 10 January 2025
5. Deadline for Questions from Vendors	17 January 2025
6. Deadline for Proposal Submissions	14 February 2025
7. Shortlist Vendors Notified	21 February 2025
8. Vendor Presentation / Demonstrations	24 – 28 February 2025
9. Evaluation Completion	14 March 2025
10. Anticipated Award Notification	April 2025

1. **RFP Published**: The RFP is made available to all potential vendors.
2. **Deadline for Vendor Qualification**: Vendors must submit their qualifications and responses by this deadline to be considered for participation as attached in Section 4.
3. **Vendor Invitation to Participate:** Qualified vendors will be invited to participate by signing the NDA as attached in Annex A. Once the NDA is signed, the current landscape, including details of existing processes and systems, will be shared with the vendors to provide them with the necessary context for their proposals.
4. **Pre-Proposal Vendor Teleconference**: A teleconference is held to clarify any points about the RFP and process.
5. **Deadline for Questions from Vendors**: Vendors can submit any final questions before preparing their proposals. Questions will be answered within 3 working days of submissions.
6. **Proposal Submission**: Final date for vendors to submit their detailed system proposals as outlined in Section 3 which should include costing proposal and amendments to LOA as attached in Annex B.
7. **Shortlist Vendors Notified**: Vendors are informed if they've been shortlisted for further evaluation.
8. **Vendor Presentation / Demonstrations**: Shortlisted vendors present their solutions and demonstrate capabilities. Vendors are required to provide a comprehensive demonstration of their solution's capabilities, focusing on how it aligns with our Balanced Scorecard requirements for performance management within the HCM system.
9. **Evaluation Completion**: Proposal evaluated based on pre-define criteria and summary report prepared for presentation to management.
10. **Anticipated Award Notification**: Final award decision is communicated.

Westports reserves the right to change this schedule and will notify applicable vendors engaged in the process of any changes to the schedule as required.

This document does not constitute an offer or binding agreement but serves as a Request for Proposal. Only shortlisted proposals will be contacted.

2.   Scope of Work

For this project, training management (integration with LMS solution), performance management and document management modules are critical functionalities. 80% weightage is allocated for these 3 modules meanwhile 20% weightage is allocated for the remaining talent management modules. Vendors have the flexibility to either develop the critical modules only or develop a comprehensive HR and Talent Management system or propose standalone solution which fits the critical requirement or propose a complete solution compromising of all modules. All proposed solutions must integrate seamlessly with the existing SAP S/4HANA environment to ensure full compatibility with Westports' ERP landscape.

The following processes are prioritized as must have for the project:

- ***Training Management***

  A system to manage and deliver training programs to employees. This includes the ability to create, schedule, and track employee participation in courses, certifications, and e-learning programs. The training management module should support personalized learning paths and provide reporting on training effectiveness and compliance.

- ***Performance Management***

  A structured process for setting employee goals, monitoring progress, and evaluating performance through the Balance Scorecard (BSC) methodology. This includes both annual appraisals and continuous feedback mechanisms. The system should facilitate goal setting aligned with organizational objectives, support peer reviews, and enable data-driven performance evaluations to inform promotions, raises, and development plans.

- ***Document Management***

  A centralized system for creating, storing, retrieving, and managing HR-related documents. This includes employee contracts, benefits information, performance reviews, and compliance documentation. The document management module should provide secure access, version control, and the ability to track document workflows while ensuring confidentiality and compliance with data protection regulations.

Additionally, vendors are free to propose the following modules for the project:

- ***Recruitment***

  The process of attracting, identifying, and hiring suitable candidates for open positions. This includes requisition management, job postings, applicant tracking, interview scheduling, and candidate selection. The system should support seamless integration with job boards and provide a centralized platform for managing the end-to-end recruitment lifecycle.

- ***Onboarding***

  A comprehensive process for integrating new employees into the organization. This includes completing necessary documentation, setting up payroll and benefits, conducting orientation, and introducing new hires to their teams and roles. The onboarding module should automate and streamline administrative tasks, reducing time to productivity for new employees.

- ***Offboarding***

  This involves managing employee offboarding processes, including final payroll calculations, exit interviews, retrieval of company assets, and compliance with legal requirements. A standardized termination workflow ensures a smooth transition for departing employees while maintaining compliance and accurate record-keeping.

- *Succession Planning*

  A strategic process for identifying and developing potential leaders within the organization. Succession planning ensures business continuity by preparing employees to step into key roles as they become available. The system should offer tools for talent assessment, leadership development, and tracking readiness for succession.

- *Career Development*

  Career development processes focus on helping employees grow within the organization by aligning their aspirations with the company's objectives. This includes career path mapping, skills development planning, and offering opportunities for internal mobility. The system should provide employees and managers with tools to plan and track career progression.

- *Compensation Management*

  The process of managing employee compensation, including salaries, bonuses, and incentive programs. This module should support pay-for-performance strategies, handle complex compensation structures, and ensure compliance with local regulations. It should also integrate with other HR processes like performance reviews, employee mobility and succession planning.

Below outlines the specific tasks, services, and deliverables expected from the Vendor to implement, configure, and support the proposed solution. This section defines what is expected at each stage of the project, ensuring the Vendors understand the full breadth of the work required and can accurately respond with proposals that meet the company's needs.

Vendors are expected to provide services that include, but are not limited to, the following areas:

1. **Solution Design and Requirements Gathering**
   a. The Vendor will conduct in-depth discovery sessions with HR stakeholders to gather business and functional requirements. This includes understanding our current HR processes, pain points, and desired improvements.
   b. The Vendor must deliver a detailed requirements document based on these discussions, ensuring the proposed solution aligns with HR's operational needs.
   c. Based on the requirements gathered, the Vendor must propose an optimal system design tailored to HR's desired requirement. This includes defining key modules, workflows, system architecture, and integration points.

2. **Implementation and Configuration**
   a. The Vendor will install, configure, and customize the system, ensuring all components of the proposed solution including database, development tools, application software, operating system and the related development environment that are agreed upon are working as per requirements.
   b. The Vendor will integrate the solution with our existing SAP environment and internal systems. This integration must be seamless, ensuring that data flows efficiently between systems in real-time or through scheduled data transfers.
   c. If necessary, the Vendor will develop custom features or workflows to meet the desired requirements. This could include, but is not limited to automating specific approval workflows, creating custom reports, or building additional user interfaces.
   d. Customizations must be thoroughly tested and documented, and future system upgrades must account for them to avoid compatibility issues.

3. **Data Migration**
a. The Vendor will assess existing HR data for accuracy, completeness, and cleanliness. Any necessary data cleansing (e.g., removing duplicates, and updating old records) will be carried out in collaboration with HR and IT teams.
b. The Vendor will execute the migration of historical employee data, including but not limited to employee records, performance evaluations, and training records.
c. Post-migration, the Vendor will work with WMSB to validate data integrity and ensure all records are properly migrated and accessible in the new HR Talent Management system.

4. **Testing and Quality Assurance**
a. The Vendor must conduct user acceptance testing (UAT) with key users from various HR functions to ensure that the system meets all business requirements and functions as expected.
b. Any issues identified during UAT must be addressed and resolved before go-live.
c. The Vendor must perform extensive functional testing to confirm that all modules work correctly.
d. Performance testing must also be conducted to ensure that the system can handle expected user load, transactions, and data volumes without degradation in performance.
e. The Vendor must conduct security testing, including vulnerability scanning and penetration testing, to ensure the system complies with industry standards.
f. Any identified vulnerabilities must be addressed before go-live.

5. **Training and Knowledge Transfer**
a. The vendor must provide comprehensive training for both end-users (HR employees, managers, employees) and system administrators. Training should cover all system functionalities.
b. Training should be delivered in a combination of formats, including on-site training, and virtual sessions.
c. The Vendor must ensure a detailed knowledge transfer process to the internal HR and IT teams, providing them with the necessary skills to manage, maintain, and troubleshoot the system post-implementation.

6. **Go-Live and Post-Implementation Support**
a. The Vendor must create and execute a detailed go-live plan, ensuring minimal disruption to ongoing HR operations. This plan should include system cutover, final data migration, and a communication plan for all employees.
b. For a defined period after go-live, the Vendor will provide on-site or remote support to address any issues or bugs that arise.
c. The Vendor must provide a clear support plan, outlining service levels (SLAs), communication channels, and response times for different issue levels.
d. Vendors should provide various support packages and detail the pricing for each.

7. **Reporting and Documentation**
a. The Vendor must provide detailed documentation, including user guides, system architecture diagrams, configuration settings, and troubleshooting procedures.
b. The Vendor will ensure that the system supports the creation of custom reports based on the company's need, including reports for HR analytics, compliance, and performance metrics.
c. Training will be provided on how to generate and customize these reports within the system.

8. **Assumptions and Exclusions**
a. Vendors must provide a narrative response that addresses each of the requirements described in this RFP. Exceptions to the requirements should be described in detail.

3.   Proposal Content Structure & Submission Guidelines

3.1   Proposal Content and Structure

Proposals submitted by Vendors must outline the required sections and structure of the proposal, including:

A. Executive Summary

The Executive Summary should provide a high-level overview of the vendor's understanding of the project and how their proposed solution meets the organization's needs. This section should:

- Summarize the proposed HR Talent Management solution, highlighting key features.
- Have emphasize on solutions for training management, performance management, and document management
- Address how the solution aligns with the Westports requirements.
- Outline the value proposition, focusing on cost-effectiveness, innovation, and scalability.

B. Company Background and Experience

This section should provide details on the Vendor's company, including its history, mission, and relevant experience in delivering HR Talent Management solutions. It should demonstrate the Vendor's expertise and ability to successfully deliver similar projects. Vendors should provide references from past clients who have implemented similar HR Talent Management systems. These references should include:

- Contact Information: Provide the name, title, email, and phone number of the reference.
- Project Details: Include a brief description of the project, including the size of the organization, the scope of the implementation, and the outcomes.

C. Statement of Work

1. Solution Design

The vendor is required to deliver a comprehensive solution design addressing Westports' HR and Talent Management needs, including integration with the existing SAP S/4HANA system. The design should encompass the following areas:

1.1   System Overview

- **Proposed Solution Description**: Provide a high-level summary of the HR Talent Management modules (e.g., recruitment, onboarding, performance management, succession planning, etc.).

- **Alignment with Requirements**: Vendors must demonstrate how their proposed solution addresses the functional and technical requirements outlined in this RFP. A detailed analysis of Westports' current HR processes ("As-Is") should be included, along with the desired future state ("To-Be") and gap analysis. This study should focus on:

  o **Simplification and Standardization**: Streamline current manual processes and standardize them across all HR functions for future system integration.

  o **Elimination of Redundant Processes**: Remove non-value-adding processes and reduce inefficiencies.

  o **Process Reengineering**: Reengineer processes to optimize functional efficiency and performance using best practices.

- o **Automation**: Automate the finalized "To-Be" processes using enterprise software, ensuring seamless alignment with Westports' HR goals.

- **Deployment Options**: Vendors must clearly specify whether their solution is cloud-based, on-premise, or hybrid, along with the associated benefits in scalability, flexibility, and security.

1.2 System Architecture

- **Technical Architecture**: Provide a detailed overview of the technical structure of the proposed system, covering key components such as databases and software layers. Vendors must demonstrate how the solution integrates with Westports' SAP S/4HANA landscape.

- **Integration with SAP S/4HANA**:

- o **Data Synchronization**: Explain how real-time data synchronization between the Talent Management system and SAP S/4HANA will be achieved, particularly for employee data, payroll, and reporting.

- o **Integration Methods**: Provide details on integration methods using APIs, middleware, or connectors, ensuring seamless data flow between SAP S/4HANA and the HR system. This should cover HR processes such as employee lifecycle management, payroll synchronization, and performance management.

- o **Data Exchange**: Outline how data exchange will be managed, ensuring data integrity and accuracy between SAP S/4HANA and the new system.

1.3 User Experience and Interface

- **User Interface Design**: Provide an overview of the user interface, with a focus on ease of use, customization, and mobile access. Highlight features supporting employee and manager self-service, such as managing leave, viewing payslips, and accessing performance reviews.

- **Self-Service Functionalities**: Emphasize the ease of access to self-service functionalities, reducing administrative workload and providing employees with more autonomy over HR tasks.

1.4 Security and Compliance

- **Data Security**: Outline the security protocols, including encryption, role-based access, and authentication mechanisms, ensuring compliance with data privacy laws such as PDPA and ISO standards.

- **Audit and Compliance**: Provide details on the system's compliance capabilities, including audit trails and report generation to ensure alignment with regulatory requirements and internal policies.

1.5 Customization and Scalability

- **Customization Capabilities**: Describe the system's flexibility in allowing customization of workflows, reports, and forms, ensuring alignment with Westports' specific HR policies and processes.

- **Scalability**: Provide details on the system's capacity to scale as Westports grows, accommodating additional users, expanding geographic locations, and supporting future HR modules like compensation management and training.

1.6 Analytics and Reporting

- **Built-in Analytics**: Describe the system's built-in analytics capabilities, such as real-time dashboards, key performance indicators (KPIs), and standard reports (e.g., turnover rates, performance metrics).

- **Custom Reporting**: Highlight the ability to create custom reports tailored to Westports' needs and how these reports can integrate with SAP S/4HANA for consolidated analysis.

2. Integration Requirements

The vendor is expected to ensure seamless integration between the proposed HR and Talent Management system and Westports' existing SAP S/4HANA environment. The integration must address the following:

2.1 Data Synchronization

- Employee Data: Ensure real-time synchronization of employee records between the new system and SAP S/4HANA, including employee profiles, personal information, and job assignments.
- Payroll Integration: The solution must integrate seamlessly with SAP S/4HANA's payroll module, ensuring that payroll calculations, adjustments, and reports are accurately reflected in both systems.
- Reporting and Analytics: Data from the HR system must integrate with SAP S/4HANA for unified reporting, allowing HR metrics to be included in financial and operational reports.

2.2 Integration Tools

- APIs and Middleware: Vendors must utilize APIs or middleware for data exchange, ensuring that both systems communicate efficiently. The proposed solution should provide details on the integration tools used, including the ability to handle complex data flows.
- Custom Connectors: If necessary, custom connectors should be developed to facilitate communication between SAP S/4HANA and the new HR system, with provisions for data mapping and validation.

3. Implementation Plan

The vendor must provide a detailed implementation plan, including:

- Implementation Methodology: A step-by-step approach for the implementation, detailing each phase, milestone, timeline, and deliverables. Clearly define the responsibilities of both the vendor and Westports during each phase, with acceptance criteria for each milestone.
- Data Migration Strategy: Detail the approach for data migration from current systems to the new HR system, including data extraction, cleansing, and migration methods. Specify the role of Westports in the process.
- Project Organization: Include an organization chart illustrating the roles and responsibilities of Westports and vendor teams throughout the project.
- Implementation Team: Provide resumes of key personnel involved in the project, including their experience and qualifications relevant to this implementation.

4. **Training Plan**

Vendors must deliver a comprehensive training plan that ensures Westports' teams are fully prepared to use the new system. This should include:

- Training Strategy: Detail the approach for training core project teams, end-users, and technical personnel, including both on-site and remote options.
- Knowledge Transfer: Define the knowledge transfer process to ensure Westports' teams are capable of maintaining and operating the system post-implementation.
- Training Materials: Provide customized training materials tailored to Westports' processes and policies.

5. **Maintenance and Support Program**

The vendor must specify ongoing support and maintenance services, including:

- Post-Implementation Support: Describe the nature of post-implementation support, including issue resolution and system monitoring.
- Support Levels: Define the SLAs and their corresponding response times for various issue severities and expected system uptime
- Upgrades and Patches: Detail how the vendor will provide system updates, bug fixes, and patches, as well as historical upgrade frequency.
- Backup and Recovery: Provide information on the backup and recovery strategy, including backup frequency, retention policies, and storage locations.

6. **Success Criteria and KPIs**

The vendor must define clear criteria for evaluating the success of the implementation, including:

- System Uptime: Expected system availability and performance after go-live.
- User Adoption Rates: Metrics tracking the use of the new system by employees and managers.
- Performance KPIs: Track key performance indicators post-go-live, such as performance cycle tracking and completion, employee satisfaction, and process automation success.

D. Pricing Proposal

Vendors are required to provide a comprehensive breakdown of all costs associated with the implementation, licensing, maintenance, and ongoing support of the proposed HCM solution. The pricing structure must be transparent, and any assumptions or exclusions should be clearly stated. For the purpose of preparing this proposal, assume a workforce population of 6,000.

Please provide the pricing in the following categories. All costs should be listed in Ringgit Malaysia (RM) and indicate whether they are one-time costs, annual costs, or other recurring costs.

1. Licensing and Subscription Fees

Please provide the cost structure for licensing or subscription. Please indicate whether this is a one-time perpetual license, an annual subscription, or another model. Licensing and subscription costs should only commence upon project go-live.

2. Implementation Costs

Please provide the cost for system setup, configuration, and initial deployment. Please break this down by activities such as data migration, system configuration, and any custom development. Should custom development or features are required beyond standard functionality, include the estimated cost.

3. Training Costs

Provide the cost for employee training, including the number of training sessions, and duration on the assumption that the training will be onsite. Indicate the cost of any ongoing or refresher training sessions post-implementation

4. Support and Maintenance Costs

Please provide the cost of ongoing system support, including different tiers of service (e.g., basic, premium, 24/7 support). Please provide the cost for regular software updates, including minor fixes and major upgrades.

5. Integration Costs

Please include the cost for integrating the HCM system with existing software (e.g., SAP S/4HANA, internal systems).

6. Payment Terms and Conditions

Please specify the payment schedule for the project. Please indicate if payments are tied to milestones, such as upon signing the contract, at the completion of implementation, or at go-live. Please provide details of any available discounts, early payment incentives, or multi-year pricing options.

E. Reference

As part of the evaluation process, vendors are required to submit references from previous or current clients who have implemented similar HR and Talent Management solutions. These references will help assess the vendor's ability to deliver successful outcomes and maintain positive client relationships.

Required Information for Each Reference:

1. **Client Name and Industry:**
   Provide the name of the client organization and the industry they operate in (e.g., manufacturing, logistics, retail).

2. **Project Description:**
   Briefly describe the scope and objectives of the project, including the HR and Talent Management modules implemented (e.g., recruitment, onboarding, performance management).

3. **Project Duration:**
   Indicate the start and end dates of the project or note if it is ongoing.

4. **Size of Client Organization:**
   Specify the approximate size of the client's workforce and geographical spread, if relevant.

5. **Solution Provided:**
   Detail the specific HR and Talent Management solution provided, including whether it was a full suite implementation or specific modules. Highlight any customization, integration with SAP S/4HANA, or third-party systems.

6. **Key Success Metrics:**
   - Provide any quantifiable outcomes, such as:
     - Improvement in employee engagement scores
     - Successful integration with SAP S/4HANA or other ERP systems
     - Time saved on manual processes or automation achieved.

7. **Client Contact Information:**
   Include a primary contact person's name, job title, email address, and phone number for verification purposes. The contact should be familiar with the project and able to provide feedback if requested.

8. **Client Testimonial (Optional):**
   If available, include a written or recorded testimonial from the client regarding the vendor's performance, the project's success, or the overall experience.

9. **Number of References Required:**
   Vendors must provide at least two (2) references for projects of similar size and scope to the one proposed in this RFP.

3.2   Submission Guidelines

This section outlines the key instructions and guidelines vendors must follow when submitting their proposals. Offers that do not comply with all instructions contained herein may be disqualified:

A. Submission Method and Deadline

All proposals must be submitted no later than **5 pm** on **14 February 2025**. It will be the sole responsibility of each Vendor to submit its Proposal to Westports Malaysia before the closing deadline. Late submissions will not be accepted. All softcopy proposals should be emailed to ***TenderCommittee@westports.com.my*** by the submission deadline.

B. Submission Format

Softcopy proposals must be submitted in PDF format, and the file name should follow the structure: **'[VendorName]HRTM_RFP_Proposal.pdf'**. The Proposal must be accompanied by a cover letter. The cover letter must include the company name and registration number, business address, and telephone number of the Vendor. It must also include the name of the person or persons who will be authorized to make commitments for and on behalf of the Vendor. The Proposal must be signed by an officer authorized to bind the potential Vendor to its provisions.

3.3   Proposal Selection Process

Vendor proposals will be evaluated using a comprehensive set of criteria to ensure the selected system aligns with Westports's unique needs and objectives. The following key areas will form the foundation of the evaluation process, with each criterion weighted to reflect its relative importance in the overall decision:

- **Process and Functional Fit, and Requirements Compliance:** The extent to which the proposed solution meets Westports' business processes, functional needs, and compliance with the specified requirements, including how effectively the vendor's solution transforms the current processes.

- **Pricing Structure and Total Cost of Ownership (TCO):** An assessment of the pricing model, upfront costs, and long-term expenses, including licensing, maintenance, and operational costs.

- **Vendor Experience and Expertise:** The vendor's track record and expertise in implementing similar systems, particularly within industries or environments comparable to Westports.

- **Implementation Approach and Timeline:** The proposed methodology, project management capabilities, and ability to deliver the solution within the expected timeframe.

- **Technical Architecture and Integration Capabilities:** The technical robustness of the solution, including its ability to seamlessly integrate with SAP S/4HANA and other existing systems.

- **Vendor Support and Post-Implementation Services:** The quality of ongoing support, training, and post-implementation services to ensure long-term success and system optimization.

- **Digital Transformation of Current Processes:** Evaluation of how the vendor's proposed solution enhances and modernizes Westports' existing HR processes, focusing on efficiency, user experience, and alignment with best practices.

Functional evaluation weightage will be based on the following criteria;

- Performance Management: 40%
- Training Management: 25%
- Document Management: 15%
- Remaining Modules (Recruitment, Onboarding, Offboarding, Succession Planning, Career Development & Compensation Management): 20%

Each proposal will undergo a thorough review and scoring process based on these criteria. Vendors with the highest cumulative scores will be shortlisted for further evaluation, including product demonstrations, interviews, and potential negotiations. The final selection will be based on the proposal evaluations, vendor presentations, reference checks, and overall alignment with Westports' strategic goals. Westports reserves the right to change the evaluation criteria and weightage and will notify applicable vendors engaged in the process of any changes as required.

4. Vendor Qualification

Vendors are required to provide detailed information about their organization. This section is to help understand the vendor's capacity, experience, and suitability for delivering and supporting the proposed HR Talent Management solution.

To assess your suitability for this project, we kindly request you to complete the below Qualification Questionnaire. Please provide detailed responses to each question in a separate document, addressing the specific evaluation criteria outlined in the table. Please submit your separate response document by **9 December 2024** to _**TenderCommittee@westports.com.my**_.

4.1 Vendor/Product Information

Category	Qualification Question	Evaluation Criteria
1. Product Suitability		
1.1 Functional Coverage	Does your solution cover all essential Talent Management modules (e.g., recruitment, onboarding, performance management, learning)?	Complete functional coverage
	Can the solution be customized to meet our specific HR processes? Provide supporting references.	Customization flexibility
1.2 Integration Capabilities	Does your system integrate with SAP S/4HANA and other key HR/payroll systems?	Proven integration with SAP
	What integration options (e.g., APIs, middleware) does your system provide?	Available APIs and middleware
	Can you provide SAP Digital Access capacity and cost information?	Accuracy of SAP-related cost estimates
1.3 Deployment Model	Is the product available as an on-premise, cloud-based, or hybrid solution? What are the benefits of this deployment model?	Flexibility and alignment with IT infrastructure
1.4 Security and Compliance	What data protection measures (e.g., encryption, access controls) are included?	Strong data security
	Does your solution comply with data protection standards (e.g., PDPA, ISO 27001)?	Compliance with data standards
	How do you handle incident response and breach notifications?	Clear incident response protocol
	What measures are in place to protect data during backups?	Security of backup processes
1.5 Backup and Recovery	How often are data backups performed, and what is the retention period?	Frequency and reliability of backups
	Where are backups stored, and are there redundant backup locations?	Redundancy and recovery capabilities
	Do you offer disaster recovery services, and what is the estimated recovery time objective (RTO)?	Disaster recovery support and RTO
	Describe the process for restoring data in the event of data loss or corruption.	Clarity and reliability of data restoration process

	Category	Qualification Question	Evaluation Criteria
2.	**Implementation Expertise**		
2.1	Company Size	How large is your company, and how many employees are dedicated to HCM projects?	Size and relevant capacity
2.2	Experience and Track Record	How many implementations of similar scope have you completed in the last 3 years?	Proven track record
		Provide references from organizations with similar requirements.	Relevant references
2.3	Project Approach and Resources	Describe your project methodology, phases, and milestones.	Clear and structured approach
		Describe the team that will handle this project, including relevant qualifications.	Team experience and qualifications
2.4	Team Expertise	Describe the support team qualifications for long-term maintenance.	Long-term support capabilities
2.5	Timeline & Milestones	What is the expected project duration, from start to go-live?	Realistic and achievable timeline
		How are project milestones planned to ensure timely delivery?	Detail in milestone planning
3.	**Long-Term Support and Maintenance**		
3.1	Support Services	What support levels do you offer (e.g., basic, premium, 24/7)?	Comprehensive support levels
		What is your response time for critical issues?	Timely response assurance
3.2	System Upgrades and Maintenance	How often are software updates released?	Regular updates
		Describe your update and maintenance process.	Minimal disruption upgrades
4.	**Quality Assurance**		
4.1	Testing & QA Process	Describe your quality assurance process, including testing phases and defect management.	Robustness of QA process and defect management practices
		How do you ensure quality and stability during system updates and upgrades?	Stability assurance during updates
4.2	Software Development	What is your approach to software development if customization is required?	Development methodology (e.g., Agile, Waterfall)
		How do you manage changes in requirements during the customization process?	Flexibility in handling changes
		Describe the size and expertise of the development team, especially if customization is required.	Team size and relevant expertise
5.	**Pricing and Cost Structure**		
5.1	Licensing Model	Describe your licensing or subscription model.	Transparent, flexible pricing
		Are multi-year or bulk discounts available?	Potential cost savings

	Category	Qualification Question	Evaluation Criteria
5.2	Implementation and Training Costs	Provide a breakdown of implementation and training cost.	Detailed cost structure
5.3	Infrastructure Costs	Please outline infrastructure costs, including any required hardware or cloud storage.	Transparency and clarity in infrastructure requirements
6.	Vendor Stability and Commitment		
6.1	Financial Stability	Provide an overview of your financial standing (e.g., revenue, years in business). Please attach annual reports.	Stable and reliable vendor
		Describe your product roadmap for the next 3-5 years.	Future-proofed solution
7.	Documentation and PMO Support		
7.1	Project Documentation	What project documentation will be provided (e.g., requirements, design, testing plans)?	Completeness of documentation
		Will you deliver an implementation playbook or roadmap?	Clarity of project roadmap
7.2	PMO Support and Governance	Do you offer a dedicated PMO for project governance?	PMO support availability
		What methodologies do you follow for project management and governance?	Project management methodology
		How do you handle issue resolution and risk mitigation throughout the project?	Robustness of issue and risk management
7.3	Agreements	Please provide the licensing or subscription details, implementation services, maintenance agreements, and any other relevant documentation.	Clarity and fairness of contractual terms
8.	References and Case Studies		
8.1	Client References	Provide 3-5 references and case studies for similar projects in Malaysia.	Strong client testimonials

4.2 Functional & Technical Requirements

Please use the following matrix as a key for responding to the functionality tables in the RFP.

Response Code	Description
D – Deliverable *	Feature is delivered as standard functionality in the proposed software version and can be demonstrated by vendor. Vendor will need to explain and elaborate the features in the Detail Description Column of the functionality tables.
F - Future *	Feature is not currently included but will be available in a future release. Please indicate time frame if applicable (e.g.: 12 months).
C - Customization *	Not included. Vendor provides customization at an additional cost.
T - Third Party *	Feature is provided by a third-party partnering arrangement. Indicate any preferred partner agreements.
N - Not Available	Requirements cannot be met.

4.2.1 Training Management

Req. ID	Requirements Statement	Response Code	Detail Description
TM01	The system has the ability to allow HR and managers to assess training needs based on identified competency gaps, performance appraisals, and career development plans.		
TM02	The system has the ability to allow HR Admins create annual or quarterly training plans based on organizational goals, competency gaps, and employee development needs. The system should integrate with the LMS to pull course data and schedule training sessions.		
TM03	The system has the ability to support the creation and tracking of training budgets, allowing HR Admins to allocate resources to specific training programs or departments. The system should track actual versus planned spending and provide alerts for budget overruns.		
TM04	The system has the ability to integrate with the LMS to pull in the entire course catalog, including online, offline, and hybrid courses. HR should be able to categorize courses by type, department, competency area, and other relevant criteria.		
TM05	The system has the ability to allow employees to browse available courses and self-enroll or request 19nrolment in specific training programs.		
TM06	The system has the ability to allow HR to create and manage physical or virtual classrooms, specifying details such as location, capacity, equipment, and instructor assignments. Integration with the LMS should allow classroom settings to be automatically applied to relevant training sessions.		

Req. ID	Requirements Statement	Response Code	Detail Description
TM07	The system has the ability for the management of training calendar that displays all scheduled training sessions, including classroom-based and virtual sessions. The calendar should be accessible to employees, managers, and HR, allowing for easy scheduling, rescheduling, and tracking of upcoming training events.		
TM08	The system has the ability to allow HR Admins to manage the scheduling of training sessions.		
TM09	The system has the tools for managing instructors, training rooms, and other resources required for course delivery. The system should integrate with the LMS to ensure that all resources are properly allocated and tracked.		
TM10	The system has the ability to allow HR and managers to create customized learning paths that guide employees through a sequence of courses and activities tailored to their career development or specific competency goals.		
TM11	The system has the ability to track employee progress toward certifications, including mandatory compliance training.		
TM12	The system has the ability to provide reminders for upcoming certification expirations.		
TM13	The system has the ability to maintain detailed training records for each employee, including courses completed, certifications earned, and ongoing learning activities.		
TM14	The system has the ability to pull completion data from the LMS to keep records up-to-date.		
TM15	The system has the ability to allow HR Admins to create post-training assestments.		
TM16	The system has the ability to collect employee feedback and assess training effectiveness based on post-training performance improvements.		
TM17	The system has the ability to integrate with the performance management module to identify training needs based on performance reviews.		
TM18	The system has the ability to link training programs to career development plans, ensuring that employees have access to the necessary learning opportunities to advance their careers.		
TM19	The system has the ability to automatically update career development plans based on completed training and certifications.		
TM20	The system has the ability to provide reporting on training activities, including 20nrolment, completion rates, budget utilization, and training effectiveness.		

Req. ID	Requirements Statement	Response Code	Detail Description
TM21	The system has the ability to track competency development over time, showing how training activities have contributed to closing competency gaps. The system should use data from both the training management and LMS modules		
TM22	The system has the ability to provide automated reports on compliance training and certification status, including upcoming expirations and renewal requirements. These reports should be accessible to HR Admins and managers.		
TM23	The system has the ability for role-based access control to ensure that users can only access training data relevant to their role. For example, managers should only see training records for their direct reports.		
TM24	The training management system has the ability to integrate seamlessly with the organization's LMS, enabling automatic data exchange, such as course completions, enrollments, and certifications. This integration should be real-time and bi-directional.		
TM25	The system has the ability to enable easy data export and import functionality, allowing HR to share training data with other systems or analyze it using external tools.		

4.2.2 Performance Management

Req. ID	Requirements Statement	Response Code	Detail Description
PM01	The system has the ability to support the integration of the Balanced Scorecard (BSC) framework, allowing organizations to align individual, team, and departmental performance with overall strategic objectives		
PM02	The system has the ability to facilitate the cascading of goals from organizational strategy down to individual employee objectives.		
PM03	The system has the ability to fully support the four key perspectives of the Balanced Scorecard—Financial, Customer, Internal Business Processes, and People Growth—enabling the definition and tracking of performance indicators across these dimensions.		
PM04	The system has the ability to allow for the creation and customization of scorecards for different organizational levels (e.g., corporate, department, team, individual) to reflect		

Req. ID	Requirements Statement	Response Code	Detail Description
	specific strategic goals and performance tracking.		
PM05	The system has the ability to provide tools for defining, managing, and monitoring Key Performance Indicators (KPIs) linked to each perspective of the Balanced Scorecard.		
PM06	The system has the ability for the setting of performance targets for each KPI, with support for both quantitative and qualitative targets. Targets should be configurable to adjust for different periods (e.g., quarterly, annually).		
PM07	The system has the ability to allow for the assignment of weights to different KPIs.		
PM08	The system has the ability to track the milestones, deliverables, and outcomes of performance goals, ensuring that they contribute to overall performance goals and are completed on time.		
PM09	The system has the ability to integrate with existing data sources to automatically collect and update performance data related to KPIs, minimizing manual entry and ensuring real-time accuracy.		
PM10	The system has the ability to implement validation rules and checks to ensure that data used in performance tracking is accurate, consistent, and reliable.		
PM11	The system has the ability automate the scheduling and execution of performance reviews, ensuring that reviews are conducted regularly and aligned with the Balanced Scorecard framework. The system should support both mid-year and annual reviews.		
PM12	The system has the ability to facilitate ongoing feedback and check-ins between employees and managers, with the ability to document progress against Balanced Scorecard objectives and adjust targets as necessary with workflow approval.		
PM13	The system has the ability to allow HR Admin to define and customize approval workflows for objective setting.		
PM14	The system has the ability to support gap analysis to identify areas where performance is below target and allow manager to make corrective actions to bridge the gap.		
PM15	The system has the ability to link employee development plans directly to Balanced Scorecard objectives, ensuring that training and development activities are focused on enhancing performance.		

Req. ID	Requirements Statement	Response Code	Detail Description
PM16	The system has the ability for the creation and tracking of action plans to address performance gaps or exceed performance expectations, with automated reminders and progress updates.		
PM17	The system has the ability to integrate with competency management modules to ensure that employee competencies are aligned with BSC objectives.		
PM18	The system has the ability to seamlessly intergrate with other HR systems (e.g., payroll, learning management, employee engagement platforms) to create a unified approach to performance management that supports the Balanced Scorecard methodology.		
PM19	The system has the ability to support the creation and management of Performance Improvement Plans (PIPs) for employees whose performance does not meet expected standards. PIPs should be linked directly to specific KPIs and Balanced Scorecard perspectives.		
PM20	The system has the ability to allow customizable PIP templates that outline specific performance issues, expected improvements, timelines, and support/resources available to the employee.		
PM21	The system has the ability for the tracking of employee progress against the PIP, with automated reminders and updates to managers and employees on milestones, deadlines, and required actions.		
PM22	The system has the ability to document the outcome of the PIP process, whether it results in successful performance improvement, further action, or separation from the company.		

4.2.3 Document Management

Req. ID	Requirements Statement	Response Code	Detail Description
DM01	The system has the ability to provide centralized document repository that stores all HR-related documents securely. Documents should be organized by category, module, employee ID and metadata to facilitate easy access.		
DM02	The system has the ability to support API-based integration to facilitate communication with the DMS, enabling real-time document synchronization and data exchange between the DMS and HR system.		

Req. ID	Requirements Statement	Response Code	Detail Description
DM03	The system has the ability to allow documents to be uploaded or linked within one module to be easily accessible and referenced within other relevant modules, ensuring continuity and streamlined access to documents.		
DM04	Each HR module, including Recruitment, Onboarding, Staff Movement, Career Development, Competency Management, Succession Planning and Performance Management must seamlessly integrate with the DMS.		
DM05	The system has the ability to ensure that document metadata (e.g., employee name, document type, date) is automatically synchronized across all integrated HR modules, facilitating search and retrieval across the system.		
DM06	The system has the ability to provide advanced search capabilities, allowing users to search for documents using various criteria, including keywords, metadata, document type, and date range.		
DM07	The system has the ability to allow HR to tag and categorize documents based on specific HR modules (e.g., Recruitment, Performance Management), making it easier to locate and manage documents across the system.		
DM08	The system has audit trail for all document-related actions, including uploads, edits, deletions, and sharing. The audit trail should be accessible to authorized users and support compliance with regulatory requirements.		
DM09	The system has the ability to allow HR Admins to create, manage, and update document templates within the system. Templates should be customizable to include dynamic fields that automatically pull data from HR records (e.g., employee name, position, salary).		
DM10	The system has the ability to integrate document approval processes with existing HR workflows, ensuring that documents are reviewed and approved in a timely manner.		
DM11	The system has automated archiving of documents based on predefined criteria.		
DM12	The system has tools for managing document retention policies, ensuring that documents are retained for the required period and automatically purged or archived when no longer needed.		
DM13	The system has version control for document templates, ensuring that only the most current versions are used for document generation		

Req. ID	Requirements Statement	Response Code	Detail Description
	while maintaining a history of previous versions for audit purposes.		
DM14	The system has the ability to integrate with e-signature tools, allowing documents to be signed digitally and securely within the HR module, reducing the need for physical paperwork.		
DM15	The system has the ability for batch processing for generating multiple documents at once, such as generating confirmation letters, promotions letters and performance reviews for all employees in a department.		

4.2.4 Recruitment

Req. ID	Requirements Statement	Response Code	Detail Description
RCT01	The system has the ability to provide different levels of access should be provided to users based on their roles (e.g., HR Manager, HR Admin, Hiring Managers) to create, edit, or approve job requisitions.		
RCT02	The system has the ability to clone existing job requisitions to quickly create new ones with similar criteria, reducing manual input and speeding up the requisition process.		
RCT03	The system has the ability to support for creating multiple job requisitions simultaneously, especially useful during large recruitment drives or mass hiring events.		
RCT04	The system has a job description bank template that can be utilized when creating job requisitions.		
RCT05	The system has the tools to categorize and tag job requisitions based on criteria such as department, job function, urgency, or location, enabling better organization and easier retrieval.		
RCT06	The system has the ability to provide a detailed audit trail of all actions taken on job requisitions, including who created, edited, and approved them.		
RCT07	The system has the ability to include custom workflows that allows organizations to define and automate approval processes for job requisitions.		
RCT08	The system has the ability to include workflow automation that support conditional logic, allowing different paths and actions based on specific criteria (e.g., Employee Grouping, Budget thresholds)		

Req. ID	Requirements Statement	Response Code	Detail Description
RCT09	The system has the ability to support delegation of approval authority, allowing HR admins to assign temporary approval rights to other users in case of absences or special circumstances.		
RCT10	The system has the ability to send out automated reminders for pending approvals, with escalation rules that notify higher management if approvals are delayed beyond a set time frame.		
RCT11	The system has the ability to allow HR admins should have real-time visibility into the status of all job requisitions, including those in draft, pending approval, approved, or closed stages.		
RCT12	The system has the ability to have customizable notifications for HR admins to receive alerts on key activities, such as when a job requisition is submitted, approved, or requires additional information.		
RCT13	The system has the ability to provide real-time analytics on job requisition data, including metrics such as time-to-approve, budget utilization, and departmental requisition trends.		
RCT14	The system has the ability to allow HR Users to create and customize reports on job requisitions, with options to filter data by department, role, budget, or time period.		
RCT15	The system has the ability to integrate with WP financial systems to ensure that job requisitions are approved within the constraints of the organization's budgetary policies.		
RCT16	The system has the ability to intergrate with Applicant Tracking Systems (ATS) to automatically create job postings from approved requisitions and track the recruitment process.		
RCT17	The system has the ability to schedule job postings in advance, with start and end dates for job advertisements.		
RCT18	The system has the ability to have customization options for job postings to include company logos, branding, and culture descriptions.		
RCT19	The system has the capability to handle bulk posting and updating of job listings across multiple platforms simultaneously.		
RCT20	The system has the ability to automatically remove or archive job postings after a		

Req. ID	Requirements Statement	Response Code	Detail Description
	predefined period or once positions are filled.		
RCT21	The system has the ability to provide embeddable widgets or APIs to display job listings dynamically on the company's career page.		
RCT22	The system has the ability to support setting up recurring job postings for roles that require continuous recruitment.		
RCT23	The system has the ability to allow HR Admins to preview job postings as they would appear on various platforms before publishing.		
RCT24	The system has the ability to integrate with email systems (e.g., Outlook, Gmail) for distributing job postings via email announcements.		
RCT25	The system has the ability to provide customizable email and message templates for communication.		
RCT26	The system has resume parsing tools to automatically extract relevant candidate information from resumes and match it to job requirements, streamlining the sourcing process.		
RCT27	The system has the ability to automatically detect and flag duplicate applications from the same candidate across different job postings, reducing redundancy and improving data accuracy.		
RCT28	The system has search capabilities with multiple filters such as skills, experience, location, education, and more.		
RCT29	The system has the ability to maintain an organized and searchable internal database of past applicants and potential candidates.		
RCT30	The system has the ability to allow tagging and categorization of candidates based on skills, experience, interests, and other relevant criteria.		
RCT31	The system has the ability to monitor and track engagement history with candidates, including communications, interviews, and feedback.		
RCT32	The system has the ability to provide recommendations for potential candidates from internal and external sources based on job criteria.		
RCT33	The system has the ability to support capturing applications from multiple sources, including job boards, social		

Req. ID	Requirements Statement	Response Code	Detail Description
	media, the company career site, email, and employee referrals, ensuring no candidates are missed.		
RCT34	The system has the ability to allow for the creation and customization of application forms with various question types (e.g., multiple-choice, open text, file upload), tailored to different job requirements.		
RCT35	The system has mobile-friendly application process that is fully optimized for mobile devices, allowing candidates to easily apply using smartphones or tablets.		
RCT36	The system has the ability to provide a visual representation of the candidate pipeline, with drag-and-drop functionality to move candidates between stages (e.g., application review, initial interview, final interview).		
RCT37	The system has the ability to allow HR Admins to define and customize recruitment workflow stages based on the organization's processes, with the ability to create different workflows for different types of roles in the company.		
RCT38	The system has the ability to provide automated notifications and status updates to candidates at each stage of the recruitment process, ensuring timely communication and a positive candidate experience.		
RCT39	The system has tools for managing candidates in bulk, including bulk status updates, bulk emailing, and bulk rejection, to efficiently handle large volumes of applicants.		
RCT40	The system has the ability to integrate with calendar systems (e.g., Google Calendar, Microsoft Outlook) to allow for seamless interview scheduling directly within the system.		
RCT41	The system has the ability to send interview invitations to candidates and hiring managers, with options to include meeting details, location, or web links.		
RCT42	The system has tools to collect and collate feedback from hiring managers, with options for scoring candidates based on predefined criteria or adding qualitative comments.		
RCT43	The system has the ability to generate reports on interview stages, such as the number of candidates interviewed,		

Req. ID	Requirements Statement	Response Code	Detail Description
	interviewer feedback, and candidate progression rates.		
RCT44	The system has a dedicated candidate portal where applicants can track the status of their applications, update their profiles, and receive emails from recruiters.		
RCT45	The system has automated follow-up emails or messages for candidates who haven't responded to interview invitations or other requests, ensuring no communication gaps.		
RCT46	The system has the ability to include customizable dashboards that provide real-time insights into key recruitment metrics, such as time-to-hire, cost-per-hire, candidate source effectiveness, and pipeline status.		
RCT47	The system has reporting capabilities to track diversity metrics within the recruitment process, ensuring compliance with diversity and inclusion goals and regulations.		
RCT48	The system can seamlessly integrate with the organization's Human Resource Information System (HRIS) to ensure that once a candidate is hired, their data is automatically transferred to the HRIS for onboarding.		
RCT49	The system has the ability to provide a dedicated portal for employees to submit and track referrals easily.		
RCT50	The system has the ability to link referral submissions to active job postings and track their progress through the recruitment pipeline.		
RCT51	The system has the ability to support configuration and tracking of referral incentives and rewards, including approval workflows and linkage to payout processing.		
RCT52	The system has the ability to support the creation and management of customizable offer letter templates. HR admins should be able to create multiple templates for different roles and employment types (e.g., full-time and contract).		
RCT53	The system has the ability to dynamically insert personalized content into offer letters, such as candidate names, job titles, compensation details, start dates, and specific terms of employment, without manual editing.		

Req. ID	Requirements Statement	Response Code	Detail Description
RCT54	The system has version control for offer letter templates, allowing HR to track changes, revert to previous versions, and ensure that the most current and compliant versions are used.		
RCT55	The system has the ability to allow HR Admin to define and customize approval workflows for offer letters, including the ability to set different workflows for various job levels or departments.		
RCT56	The system has the ability to send out automated notifications to approvers when an offer letter requires their attention, with reminders for pending approvals to ensure timely processing.		
RCT57	The system can integrate with electronic signature platforms (e.g., DocuSign, Adobe Sign) to allow candidates to review and sign offer letters digitally, streamlining the acceptance process and reducing paperwork.		
RCT58	The system has a secure portal where candidates can access, review, and accept or decline offers online, with the ability to ask questions or request modifications if needed.		
RCT59	The system can ensure that the offer acceptance process is mobile-optimized, allowing candidates to review and sign offer letters on their smartphones or tablets.		
RCT60	The system has the tools that allows HR to create comprehensive compensation packages, including salary, bonuses, stock options, and benefits, tailored to each offer.		
RCT61	The system has the ability to automatically generate a total compensation summary that can be included with the offer letter, providing candidates with a clear breakdown of their compensation and benefits.		
RCT62	The system has the ability to integrate with document management systems to securely store and manage offer letters, contracts, and related documents, with easy retrieval when needed.		
RCT63	The system has the ability to integrate with payroll systems to ensure that compensation details from accepted offers are automatically transferred, streamlining the onboarding process.		

4.2.5 On-Boarding

Req. ID	Requirements Statement	Response Code	Detail Description
OB01	The system has a dedicated, secure portal for new hires to access all onboarding-related tasks, documents, training, and communications in one place, with support for mobile access.		
OB02	The system has the ability to have an employee inventory system that can track company properties allocated to employees.		
OB03	The system has the ability to facilitate automated, customizable preboarding communications, such as welcome emails, introduction to team members, and essential information about the company		
OB04	The system has the ability to allow new hires to securely upload necessary documents (e.g., ID, driving license, education cert, tax forms) through the onboarding portal prior to their start date for verification and reminders for pending documents.		
OB05	The system has the ability to provide a preboarding checklist ensuring that new hires complete all required tasks (e.g., signing documents, and reading company policies) before their start date.		
OB06	The system has the ability to allow HR Admin to create customizable onboarding journeys tailored to different roles, locations, and departments, ensuring that each new hire receives the most relevant onboarding experience.		
OB07	The system has the ability to allow new hires and HR Admins to track onboarding progress showing completed, pending, and overdue tasks, ensuring that nothing is missed.		
OB08	The system has the ability to integrate with e-signature solutions (e.g., DocuSign, Adobe Sign) to allow new hires to sign documents electronically,		
OB09	The system has the ability to seamlessly integrate with the organization's Human Resource Information System (HRIS) to automatically transfer data from the onboarding system to the employee record, ensuring that all information is accurate and up-to-date.		
OB10	The system has the ability to integrate with IT and security systems to automate the provisioning of access rights, and hardware, ensuring that new hires have everything they need on day one.		

Req. ID	Requirements Statement	Response Code	Detail Description
OB11	The system has the ability to provide tools for gathering feedback from new hires at various stages of the onboarding process, allowing HR to continuously improve the onboarding experience.		
OB12	The system has the ability to generate reports on the completion status of onboarding tasks for all new hires, allowing HR to quickly identify any outstanding items and ensure timely completion.		
OB13	The system has the ability to track and report on time-to-productivity metrics, showing how long it takes for new hires to reach full productivity, helping HR to optimize the onboarding process.		
OB14	All personal data collected during the onboarding process should be encrypted both at rest and in transit, ensuring that sensitive information is protected from unauthorized access.		

4.2.6 Off-boarding

Req. ID	Requirements Statement	Response Code	Detail Description
OFF01	The system has the ability to allow employees to submit their resignation directly through the platform, providing a user-friendly interface where they can specify their last working day, reason for resignation, and any additional comments.		
OFF02	Upon submission, the system has the ability to automatically send an acknowledgment receipt to the employee and trigger the appropriate resignation workflow, including notifying HR, the employee's manager, and other relevant stakeholders.		
OFF03	The system has the ability to provide an option for employees to request the withdrawal of their resignation within a specified timeframe, with an automated workflow for handling and approving withdrawal requests.		
OFF04	The system has the ability to generate and store a formal resignation confirmation document, which includes the resignation details and the company's acknowledgment, ensuring both the employee and HR have access to this record.		
OFF05	The system has the ability to integrate with document management systems to securely store and manage termination letters, contracts, and related documents, with easy retrieval when needed.		

Req. ID	Requirements Statement	Response Code	Detail Description
OFF06	The system has the ability to automatically schedule exit interviews for employees undergoing voluntary termination, with calendar integration and notifications sent to both the employee and the HR team.		
OFF07	The system has the ability to support for customizable exit interview forms and templates, allowing HR to tailor questions based on the employee's role, department, and reason for leaving.		
OFF08	The system has the tools to analyze exit interview data, identifying common themes, reasons for leaving, and areas for improvement within the organization.		
OFF09	The system has the ability to automate the assignment and tracking of offboarding tasks, such as returning company property, revoking system access, and completing final payroll processing.		
OFF10	The system has the ability to support for automated generation of termination-related documents (e.g., termination letters, settlement agreements) based on predefined templates, ensuring consistency and legal compliance.		
OFF11	The system has the ability to provide detailed analytics on termination trends, including voluntary vs. involuntary terminations, reasons for leaving, and departmental turnover rates, helping HR identify potential issues and areas for improvement.		

4.2.7 Staff Movement

Req. ID	Requirements Statement	Response Code	Detail Description
ST01	The system has the ability to support the initiation and management of staff movement requests, including promotions, lateral transfers, and demotions. HR and managers should be able to create and submit requests directly through the system.		
ST02	The system has the ability to provide workflow for staff movement approvals, allowing HR to define approval hierarchies based on the type of movement, department, and role. Approvals should include notifications and escalation paths.		
ST03	The system has the ability to provide real-time tracking of staff movement requests, with status updates visible to HR, managers, and employees. Automated notifications should be		

Req. ID	Requirements Statement	Response Code	Detail Description
	sent at key stages, such as when a request is submitted, approved, or completed.		
ST04	The system has the ability to integrate with succession planning tools to ensure that potential successors for key roles are considered during staff movement processes, supporting long-term talent planning.		
ST05	The system has the ability to ensure that performance history is integrated into staff movement decisions, allowing HR and managers to review past performance data as part of the movement approval process. Performance trends should inform decisions on promotions and transfers.		
ST06	The system has the ability to link staff movements to competency assessments, ensuring that employees meet the required competencies for new roles. The system should provide tools to assess competency gaps		
ST07	The system has the ability to provide customizable communication templates for HR and managers to use when notifying employees about staff movements. Templates should cover promotions, transfers, role changes, and related updates.		
ST08	The system has the ability to link staff movements with learning and development systems to assign necessary training programs for new roles, ensuring that employees are equipped with the skills needed for success in their new positions.		
ST09	The system has the ability to provide analytics tools that allow HR to track and analyze trends in staff movements, such as the frequency of promotions, transfers, and role changes across the organization.		
ST10	The system has the ability to support the generation of customizable reports on staff movements, including detailed analyses by department, role, and demographic factors. Reports should be exportable in multiple formats (e.g., PDF, Excel).		
ST11	The system has the ability to implement a feature that tracks the duration since each employee's last movement within the company. This metric should be prominently displayed on employee profiles and within relevant reports, helping HR and managers identify employees who may be due for development or reassessment.		

4.2.8 Succession Planning

Req. ID	Requirements Statement	Response Code	Detail Description
SP01	The system has the ability to provide customizable templates for creating succession plans tailored to different roles, departments, and levels within the organization, ensuring consistency in planning across all business units.		
SP02	The system has the ability to support for automated development of succession plans based on predefined criteria such as role criticality, employee performance, potential, and readiness, reducing manual effort and ensuring objectivity.		
SP03	The system has the ability to implement a multi-level approval process for succession plans, allowing for review and input from relevant stakeholders (e.g., HR, senior management, department heads) before finalization.		
SP04	The system has the ability for real-time updates to succession plans, with changes automatically reflected across all related documents and systems, ensuring that plans are always current.		
SP05	The system includes version control for succession plans, allowing HR to track changes over time, revert to previous versions if needed, and maintain a clear audit trail of changes.		
SP06	The system has the ability to support gap analysis to identify areas where the organization lacks ready successors, allowing HR to focus development efforts on critical roles and address potential vulnerabilities in the succession pipeline.		
SP07	The system has the ability to implement continuous monitoring of succession plans to ensure they remain relevant and aligned with the organization's evolving needs, with automated alerts for plan reviews and updates.		
SP08	The system has the ability to maintain a centralized database of potential successors, allowing HR to track and manage candidates based on criteria such as skills, experience, performance, and leadership potential.		
SP09	The system has the ability to provide tools that match potential successors to key roles based on predefined criteria, ensuring that the most suitable candidates are considered for succession.		
SP10	The system has the ability to provide tools for assessing the competencies of potential		

Req. ID	Requirements Statement	Response Code	Detail Description
	successors against the requirements of key roles, identifying gaps and areas for development.		
SP11	The system has the ability to include indicators of readiness for promotion, allowing HR and management to assess whether potential successors are prepared to take on new roles based on their current skills, experience, and development progress.		
SP12	The system has the ability to support the creation of personalized development plans for potential successors, including specific training programs		
SP13	The system has the ability to seamlessly integrate with the organization's Human Resource Information System (HRIS) to automatically transfer data from the onboarding system to the employee record, ensuring that all information is accurate and up-to-date.		
SP14	The system has the ability to provide tools to track the progress of development plans, with automated reminders and notifications to ensure that potential successors stay on track with their development goals.		
SP15	The system has the ability to provide analytics on the effectiveness of development activities, allowing HR to assess the impact of training and development programs on potential successors		
SP16	The system has the ability to offer real-time dashboards that provide insights into succession planning activities, including talent readiness, development progress, and potential gaps in the succession pipeline.		
SP17	The system has the ability to support for customizable reports that allow HR and management to generate detailed analyses of succession planning data, tailored to the organization's specific needs.		
SP18	The system has the ability to provide tools for tracking and analyzing the success of implemented succession plans, such as the retention rates of promoted successors and their performance in new roles.		
SP19	The system has the ability to seamlessly integrate with the organization's Human Resource Information System (HRIS) to ensure that all succession-related data is accurately reflected in employee records		
SP20	The system has the ability to integrate with the performance management system to leverage performance data in succession planning,		

Req. ID	Requirements Statement	Response Code	Detail Description
	ensuring that high performers are identified and developed for future roles.		
SP21	The system has the ability to implement role-based access control to ensure that access to succession plans and related data is restricted to authorized personnel only, with detailed audit trails to track access and changes.		

4.2.9   Career Development

Req. ID	Requirements Statement	Response Code	Detail Description
CD01	The system has the ability to allow HR to create and manage customizable career pathways tailored to different roles, departments, and levels within the organization.		
CD02	The system has the tools to define specific career tracks for different roles, such as technical, managerial, and leadership tracks		
CD03	The system has the ability to allow employees to explore different career paths within the organization, providing a visual map of potential career moves, required competencies, and training programs to reach their goals.		
CD04	The system has the ability to enable managers to collaborate with employees on career development plans, including setting short-term and long-term career goals, identifying necessary skills, and creating action plans to achieve these goals.		
CD05	The system has the ability to allow HR and managers to create, manage, and track individual career development plans, ensuring that employees have clear, actionable plans for their career growth.		
CD06	The system has the ability to seamlessly integrate with the organization's LMS to link career development plans with relevant training programs, certifications, and learning resources, ensuring that employees have access to the necessary tools to advance their careers.		
CD07	The system has the ability to support the creation of learning pathways that align with specific career tracks, guiding employees through the necessary training and development steps to achieve their career goals.		
CD08	The system has the tools to track the progress of learning and development activities within an employee's career development plan, with automated reminders and notifications to keep		

Req. ID	Requirements Statement	Response Code	Detail Description
	employees and managers engaged in the process.		
CD09	The system has the ability to support for customizable reports that allow HR and management to generate detailed analyses of career development data, tailored to the organization's specific needs and strategic goals.		
CD10	The system has the ability to link succession planning matrix, allowing HR to identify and develop high-potential employees for future leadership roles based on their career development progress.		
CD11	The system has the ability to link competencies with career development plans, ensuring that employees develop the skills and knowledge required for future roles identified in succession planning.		
CD12	The system has the ability to support the identification and development of a talent pool for critical roles, tracking the career development of potential successors and aligning it with organizational needs.		
CD13	The system has the ability to integrate seamlessly with the organization's HRIS to ensure that all career-related data is accurately reflected in employee records		
CD14	The system features an intuitive, user-friendly interface that simplifies career development for employees, managers, and HR, reducing the learning curve and improving engagement.		

4.2.10 Compensation Management

Req. ID	Requirements Statement	Response Code	Detail Description
C01	The system has the ability to integrate with the performance management module to suggest compensation adjustments based on employee performance ratings.		
C02	The system has the ability to allow HR to establish merit-based compensation plans where employees receive salary increases or bonuses based on their performance ratings.		
C03	The system has the ability to allow HR and managers to perform compensation adjustments based on on employee performance ratings, with configurable rules for different rating levels.		
C04	The system has the ability to automatically calculate bonuses based on individual, team, and company performance. Bonus		

Req. ID	Requirements Statement	Response Code	Detail Description
	calculations should take into account performance ratings, and the system should allow HR to configure different bonus structures for various levels of performance.		
C05	The system has the ability to allow HR to create and manage compensation budgets for salary increases, bonuses, and other compensation elements.		
C06	The system has the ability to track budget utilization.		
C07	The system has the ability to allow HR to create and manage bonus pools, setting aside funds for performance bonuses and increments. The system should calculate bonus payouts based on performance metrics and ensure that payouts remain within the allocated bonus pool.		
C08	The system has the ability to allow HR to simulate various compensation scenarios and analyze their budgetary implications.		
C09	The system has the ability to provide analytics dashboard that provides insights into compensation trends, salary distributions, and performance-based compensation adjustments.		
C10	The system has the ability to provide analytics that correlate compensation with performance ratings, helping HR evaluate the effectiveness of their performance-linked compensation strategy.		
C11	The system has the ability to allow HR to generate customized compensation reports, including salary distribution, bonus allocations, pay equity, and performance-linked compensation adjustments.		
C12	The system has the ability to validate minimum and maximum salary (of grade) when pay is changed, and provides warning messages as needed.		
C13	The system has the ability to seamlessly integrate with internal payroll system to ensure that all compensation adjustments, bonuses, and salary increases are accurately reflected in employee salary slips.		

4.2.11 System Architecture

Req. ID	Requirements Statement	Response Code	Detail Description
SA01	Please provide a brief overview of your products with a summary of the functionality.		

Req. ID	Requirements Statement	Response Code	Detail Description
SA02	Please provide an overview of your system architecture.		
SA03	Please indicate the product was developed by your company or purchased.		
SA04	What is the core product of your business?		
SA05	Please describe your customization and extensibility capabilities.		
SA06	Please describe your system's ability to have customers "configure" the system vs. having you "customize" the system to meet their needs.		
SA07	Please describe your security architecture, including any significant failures, breaches or issues.		
SA08	Please define your system architecture, as well as hardware, and "other" software requirements.		
SA09	Who are your technology partners?		
SA10	Please provide a description of disaster recovery options for your technical architecture.		
SA11	Please describe how your company provides periodic system performance evaluations for all installed applications.		
SA12	Please describe how frequently are these evaluations done and what is the capacity?		
SA13	Please describe how does your company stay current with technology?		
SA14	Please describe how many concurrent users can your product support?		
SA15	What network operating systems are supported?		
SA16	Please describe how is system auditing implemented in the application? Is this server side or client side?		
SA17	Does the proposed system support web services?		
SA18	Please describe your multi-layered architecture for scalability and extensibility.		
SA19	Please detail the application response times, benchmarks for processes such as payroll processing, screen navigation, report generation, etc.		
SA20	Please describe the method for system performance dashboard and critical alert.		
SA21	Please describe how your system complies with Malaysian statutory organizations like LHDN, PERKESO and etc.		

Req. ID	Requirements Statement	Response Code	Detail Description
SA22	Please provide the methods supported for disaster recovery and data archiving.		

4.2.12 Security

Req. ID	Requirements Statement	Response Code	Detail Description
SEC01	Please describe the proposed system's Application level security.		
SEC02	The system has the ability to support single sign on		
SEC03	Is your security roles based or user based?		
SEC04	Please describe how the users and security roles are administered?		
SEC05	Please explain the application authentication process? What methods are used to authorize users?		
SEC06	The system has the ability for users to have more than one security profile		
SEC07	The system has the ability for customer to define ID and password methodologies		
SEC08	Please describe your global security policies (e.g.: number of invalid attempts before reset, time outs)		
SEC09	Please describe how validation for forgotten passwords is processed when an employee locks out or has forgotten log-on information?		

4.2.13 History

Req. ID	Requirements Statement	Response Code	Detail Description
H01	The system has the ability to support history. Please describe the functionality and features.		
H02	Please describe the kinds of historical information your system maintains.		
H03	Please explain what accumulators are standard? Please give examples.		
H04	Please explain for archived records, what is the retrieval time?		
H05	Please explain how system performance is affected by the growth of the historical records?		
H06	Please provides a narrative history (e.g.: for performance rating and employee's past training).		
H07	The system has the ability to have historical data to be viewable & reportable.		

Req. ID	Requirements Statement	Response Code	Detail Description
H08	Ability to maintain unlimited history on the following: Training Information Compliance Training Information Evaluation and Performance Data Career, Skills and Education Budget Information		
H09	Ability to archive older historical records.		
H10	Ability to bring firm history from prior software.		

4.2.14 Integration

Req. ID	Requirements Statement	Response Code	Detail Description
IT01	The vendor must ensure a seamless migration of all historical and current HR data from SAP SuccessFactors to the new system, preserving data integrity and accuracy.		
IT02	The new system must support real-time or near-real-time data synchronization with SAP S/4HANA to ensure that employee data, payroll information, and other HR-related data are accurately reflected across both systems.		
IT03	The new system must provide comprehensive employee data management capabilities, including handling personal details, job information, benefits, and other HR records, ensuring functionality equivalent to SuccessFactors Employee Central Core.		
IT04	The vendor must ensure that payroll-related data, such as earnings, taxes, and time tracking, can be seamlessly integrated and synchronized with SAP S/4HANA for accurate payroll processing.		
IT05	The system must include functionality for leave and absence management, with data synchronized between the new system and SAP S/4HANA to ensure accurate payroll calculations and tracking.		
IT06	The vendor must provide an integration architecture and design, including APIs or middleware that enable bi-directional communication between the new system and SAP S/4HANA, supporting all necessary HR and payroll functionalities.		
IT07	The solution must comply with local laws and regulations for HR and payroll processing, including applicable labor laws, tax regulations, and data protection laws.		
IT08	The system must offer customized reporting and analytics capabilities, enabling Westports		

Req. ID	Requirements Statement	Response Code	Detail Description
	to generate reports and gain insights from HR and payroll data across both systems.		
IT09	The vendor must provide Employee Self-Service (ESS) and Manager Self-Service (MSS) functionality, allowing employees and managers to update and access HR data, with all changes synced with SAP S/4HANA.		
IT10	The new system must meet industry-standard data security requirements, including encryption for data at rest and in transit, role-based access control, and detailed audit trails for user activity.		
IT11	The solution must comply with relevant data privacy regulations such as PDPA, and ensure proper handling of employee personal data.		
IT12	The vendor must provide flexibility for customization, allowing integration with existing custom-built modules such as Westports' loan and incentive module.		
IT13	The vendor must offer post-implementation support for system maintenance, integration updates, and ensuring compatibility with future SAP S/4HANA updates.		
IT14	The vendor must provide comprehensive training and documentation on the integration process and functionality of the new system, ensuring Westports' teams are equipped to manage post-migration operations.		

5. Bank Guarantee & Liquidated Damages

5.1 Bank Guarantee

1. **Requirement for Bank Guarantee:**
The successful Vendor will be required to provide a **Bank Guarantee** as security for the proper performance of the contract. The Bank Guarantee must be issued by a reputable bank and must be in favour of **Westports Malaysia Sdn Bhd**.

2. **Amount and Validity of Bank Guarantee:**
The Bank Guarantee shall be equivalent to **10% of the total contract sum** and must remain valid throughout the contract period, including any agreed extensions, to ensure the continued protection of **Westports Malaysia Sdn Bhd** against any non-performance or default by the Vendor.

3. **Submission of Bank Guarantee:**
The successful bidder is required to submit the Bank Guarantee to **Westports Malaysia Sdn Bhd** within **14 days** from the issuance of the contract or signing of the contract, whichever is earlier. Failure to submit the Bank Guarantee within this period may result in disqualification.

4. **Release of Bank Guarantee:**
The Bank Guarantee will be released to the Vendor upon successful completion of the contract and after confirmation that all contractual obligations have been met, and no outstanding claims or liabilities remain. The release of the Bank Guarantee will occur within **30 days** after contract closure.

5.2 Liquidated Damages

1. **Imposition of Liquidated Damages:**
In the event that the successful Vendor fails to deliver the required training services within the agreed timeline or fails to meet the performance standards as specified in the contract, liquidated damages will be imposed. The Vendor will be liable to pay liquidated damages to **Westports Malaysia Sdn Bhd** as outlined in the contract.

2. **Rate of Liquidated Damages:**
Liquidated damages will be calculated at **Ringgit Malaysia One Thousand (RM1,000) per day** for each day of delay or failure to meet the agreed performance standards. This amount is intended to serve as a reasonable estimate of the losses that **Westports Malaysia Sdn Bhd** may incur due to such delays or deficiencies.

3. **No Maximum Cap on Liquidated Damages:**
There shall be no maximum cap on the total liquidated damages that may be imposed. The total amount of liquidated damages will be determined based on the extent of delay or non-performance.

4. **Conditions for Imposing Liquidated Damages:**
Liquidated damages will only be applicable if the delay or failure to perform is not due to circumstances beyond the control of the Vendor, such as force majeure events.

5. **Payment of Liquidated Damages:**
Liquidated damages will be deducted from the Vendor's payments. In the event no payments are due, the liquidated damages must be paid by the Contractor within **30 days** from the date of notice of the breach.

Appendix

Annex A *(Non-Disclosure Agreement)*

Annex B *(Letter Of Award)*