



# Supplier Shortlist

Covers basic concepts, guidance and more...

**A Reference for the Rest of Us!**

## elementsuite

Powerful. Smart. HR Software.



# From last time...

A recap

In our previous sessions we've conducted **internal research** through **heat mapping**, **built a business case**, run a **"beauty parade"** to see what HR tech vendors are out there, started to internally work through the foundations of your new HR system, through looking at the **organisational structure**.



“Now you have a good idea of the type of vendors out in the market – it’s time to put 2/3 vendors through their paces. To see if they really do meet your requirements”





# Supplier Selection

So, you have been tasked with the job of finding out more about the HR vendors that were liked during the 'Beauty Parade'. Typically 2/3 vendors would be moved forward to this stage.

To objectively compare vendors, companies ask HR vendors to complete a document (called an **RFP – Request for Proposal**). This document details more information in relation to the project and is used to uncover the **strengths** and **weaknesses** of vendors.

This is an important document and will require an **investment in time to compile**, but will be instrumental in selecting the right product for your organisation.

This is your opportunity to move away from sales blah into the 'nuts and bolts' of what the system can do. By detailing your requirements and asking the vendor to respond. Asking 'yes' or 'no' questions will be pointless, this is your opportunity to really understand the capability/limitations of the vendors. So try to be specific, and provide as much detail as you can.



# Timeline

It's important to be really clear about the timeline with vendors and ensure that a clear process is in place.

Stage	Description
<b>Ask vendors to sign an NDA</b>	You will probably share some confidential information with vendors about your company. So you should think about asking vendors to sign an NDA.
<b>Distribute RFP</b>	Once the vendor has signed an NDA, email them the RFP with a schedule and all the information they need to give you.
<b>Get confirmation &amp; NDAs from providers that intend to participate</b>	Some providers may rule themselves out because they cannot meet the requirements laid out in the RFP. The vendors who intend to participate to explicitly opt in by a certain date.
<b>RFP deadline</b>	This is the deadline for providers to submit their answers to you. You should allow a 'questions' phase here as well. Questions should be submitted to the person leading the RFP process, in a set template, and these questions and answers should be shared with the entire provider list to ensure that everybody has access to the same information.
<b>Internal shortlisting period</b>	You will want to run an internal process to shortlist to 2 providers based on the information you have been given. Using a scoring matrix.
<b>Notify providers whether they have made the shortlist</b>	Email providers informing them if they have been selected for the next stage. For those that have, schedule meetings for the next stage, ensuring that you explain who will be attending and what you will be looking for.
<b>Follow-up meetings with shortlisted providers</b>	Conduct follow-up meetings with your shortlisted providers.
<b>Decision-making</b>	Internal scoring and meetings to make the final decision.
<b>Reference-checking, due diligence and further Q&amp;A</b>	Get customer references, perform due diligence on the company, and resolve any final questions with your chosen company.
<b>Communicate final decision</b>	Communicate the final decision to your shortlist; commence legal discussions with your chosen vendor



# EXAMPLE RFP TEMPLATE

This is your chance to ask those difficult questions, & get factual answers back based on the capability of the vendor



elementsuite Powerful. Smart. HR Software				
PROJECT SCOPE				
Capability/Process	Definition	Vendor to complete Software Ability Yes/No	Comments	
Manage organisational charts	The ability to create an organisational chart showing a hierarchical link between employees and relevant information about each employee.			
Onboarding of new employees	The ability to capture all required HR data in relation to all personnel, including Right to Work, Bank Details etc. Include notifications relating to Right to Work expiry.			
Record/up-to-date HR records	The ability to record, update, view and report on employees personnel data and share this data with other relevant systems.			
Manage employee transfers	The ability to move employees and their associated costs between different business areas on both a temporary and permanent basis.			
Manage leavers	The ability to record an employees reasons for leaving, calculate any impact to their terms and conditions and then update other relevant systems.			
Manage changes to an employees job data/assignment	The ability to update, view and report on employees job data and share this data with other relevant systems. Cater for multiple job roles and view historical assignment changes quickly and easily.			
Unplanned absence management e.g. sickness	The ability to update, view and report on employees job data and share this data with other relevant systems.			
Planned absence management e.g. holiday	The ability to set planned absence payment entitlements (including statutory payments), link those entitlements to employees, record when an employee has an planned absence and the reason, manage their payment entitlement and create, issue and record documentation relating to planned absence management.			
Disciplinary management	The ability to create, issue and record documentation relating to disciplinary management.			
Grievance management	The ability to create, issue and record documentation relating to grievance management.			
Self service functionality	The ability for employees and managers to access specific parts of the systems' functionality/data and make/respond to requests and amend data.			
Workflow functionality	The ability for the system to automate tasks based on specific actions carried out by users and for notifications to highlight specific actions required.			
Reporting	The ability to report on HR data held within the system.			
Payroll system interface	The ability to send and receive information to/from the existing payroll system			
Finance interface	The ability to send across org hierarchy, costs, and employee details to the existing Finance system			
Single Sign-on	Integration required with Active Directory			

elementsuite Powerful. Smart. HR Software					
Capability:	Definition of the capability:	Mid level Requirement within each capability:	Response	Low level Requirements within each mid-level requirement:	Response
Manage organisational charts	The ability to generate an organisational chart showing the hierarchical link between employees and relevant information about each employee.	User inputs data to system User navigates and searches organisational chart on system User extracts data from system			
Onboarding of new employees	The ability to capture all required HR data in relation to all personnel, including Right to Work, Bank Details etc. Include notifications relating to Right to Work expiry.	Ability to configure the system to capture data within the onboarding process Ability to capture Right to Work Ability for new employees to sign a copy of their contract through e-signature			
Record/ update HR records	The ability to record, update, view and report on employees personal data and share this data with other relevant systems.	System can maintain a list of employees with user defined fields containing relevant personal data System regularly reports missing data User (updater) submits update to the system User (approver) approves update for user defined change types e.g. a name change System updates employee HR record System feeds data to payroll system User interrogates system to view data held on employees		System has the concept of 'Benefit Bands' where each band is linked to different terms and conditions e.g. holiday entitlement System can prompt users to update their information regularly System has an audit trail in place so we can always see who made the changes Users can define which fields require approval following a change and which do not System has the concept of a clear cut off point with regards to which week changes take effect	
Manage employee transfers	The ability to move employees and their associated costs between different business areas on both a temporary and permanent basis.	User (requestor) submits transfer request on system User (approver) reviews transfer request on system User (approver) responds to transfer request on system System updates employee HR record with transfer details System issues new contract to employee System feeds data to payroll system		System provides an electronic way to manage changes which includes stores/office areas, hours, job codes, additional payments and the start/end dates of any transfers System can automatically identify an approver based on organisational structure and roles Approvers can delegate approval to other users System can manage future and past dated changes	
Manage leavers	The ability to record an employees reasons for leaving, calculate any impact to their terms and conditions and then update other relevant systems.	Manager changes assignment details to resignation on system System updates employee HR record with resignation details		System has the concept of a clear cut off point with regards to which week changes take effect User can upload documents to an employee record e.g. resignation letter and acknowledgement letter Systems automatically stops access to other systems or instruction is generated to stop access User can define a set of leaver reason codes which are maintained across all systems inc. payroll	



# Evaluation Criteria

Rating the vendors against your criteria will help you to determine which vendors meet your business needs

## Evaluation criteria

**Solution capability**  
Does the solution meet the requirements for functions, processes, data integration, etc.

**Service capability**  
Does the service meet the requirements for processes, reporting and analytics, etc.

**Colleague experience**  
How aesthetically pleasing is the user interface? Seamless access to multiple devices with internet access.

**Overall feel/usage**  
Your overall feel of the product and values.

- 0 Does not meet current requirements
- 1 Barely meets current requirements (clunky usability or slow)
- 2 Meets current requirements (or will meet within 6 months)
- 3 Exceeds current requirements (will improve our processes)
- 4 Meets/Exceeds current requirements and is aligned to future needs

Powerful. Smart. HR Software.

## Solutions comparison: average score

Vendor	Solution Capability
Vendor 1	2.8
Vendor 2	3.3
Vendor 3	

  

Powerful. Smart. HR Software.

## Solutions comparison: comment

	Capability				Opportunity			Risk				
	Solution Capability	Service Capability	User Experience	Overall Feel	Roadmap Alignment	Flexibility/Configurability	Cost of Change	Business Change Impact	Supportability	Commercial Complexity	Architecture Complexity	Scalability
Vendor 1	Scored lowest by no Payroll and Reward capability	Excellent fit of our requirements they understood how we work	Very intuitive	"Really felt they understood our culture"	Some missing scores (but to roadmap not being shown in SME sessions)	Good workflow functionality	Roadmap aligned with Retail Good workflow functionality	"Very similar to our processes"	Covers non-operational time as well business as usual	Clear pricing model	Cloud based SaaS service, existing proven integrations.	Tech solution scalable and proven
Vendor 2	Excellent fit of our requirements at a detailed level	Slight concerns about service offering	Usability was excellent, looked good on mobile / tablet - extremely responsive. Branding was a great fit for us. Lots of options around SSO	Vendor both passionate and knowledgeable about system. Really good cultural fit for us, understands our business and proven success in our markets.	New functions are available for us to switch on at the pace we desire and once we get there will be more new features.	Flexibility of landing page was superb. Faculty could add new roles and be able to report on them immediately as they changed.	So much can be done via configuration that in the early days product was being built. Think will allow the HR firm that to continue to evolve the product without incurring high costs	Some change, but not all of our work largely aligned with our processes. Only vendor with potential to have "big bang" roll-out.	Good mitigations around costbase and size of org demarcated.	Clear pricing model	Cloud based SaaS service, existing proven integrations.	Tech solution scalable and qualified.
Vendor 3												

  

Powerful. Smart. HR Software.

**KEY**

- Low risk / strong opportunity. A preferred approach.
- Some risk / reduced opportunity. An approach for consideration.
- High risk / weak opportunity. Approach to be avoided.
- Not applicable to that particular group of evaluators.