



Tender Specifications

**Open Procedure
No. ECHA/2013/03**

**Title: Provision of an HR System, Implementation and Support
Services**

Annex 5.1.1 – Technical Specifications

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1. INTRODUCTION

This document is an integral part of the tender documentation for the "Framework Service Contract for the Provision of HR System implementation and support services - ECHA/2013/03" (FWC) and details the technical specifications that will be used as a basis for the award criteria and contract implementation.

Any mention to application, product, solution or tool shall be understood as a reference to the HR System to be provided and implemented by the tenderer.

2. SPECIFICATIONS REGARDING SOLUTION REQUIREMENTS

2.1. FUNCTIONAL PROCESS SCOPE

The following HR processes are in scope of this answer:

- **Recruitment:** from the creation of a vacancy until the on boarding of a new employee;
- **HR Financial management:** budget follow up of staff costs;
- **Time administration:** time recording, time tracking, time administration and mission (travel) management;
- **Staff planning:** workforce planning, forecasting and, succession management, organisational management (organisational structure and posts administration).
- **Training & Development:** training administration: planning, booking, post-evaluation;
- **Personnel and Payroll Administrations:** benefits/entitlements check (payroll simulation), contract management;
- **Performance & Career Development:** competence management (job descriptions), performance appraisal/evaluation and reclassification (promotion).

The detailed requirements for each process can be found in *Annex 5.1.2. Requirements Book*, tab 1.0. In order to check conformity to the requirements, the tenderer is required to fill in the columns F, G and H in the requirements book and follow the input instructions on tab 0.1 of Annex 5.1.2.

2.2. TECHNICAL SOLUTION DESCRIPTION

The tenderer is requested to describe in an overall document the proposed solution for the HR System. The proposed solution at least contains the following content:

- The architecture envisioned in schemas and according descriptions;
- The product modules in scope, how they are integrated and how they can support ECHA's HR processes;
- The interfaces in scope;
- The standard integration possibilities with other systems;
- A list of standard reports;
- Any additional supporting material is allowed to further support the solution description;
- Detail of the specifications provided for hosting services;
- Details on security architecture and implementation.

In addition, tenderers will be assessed based on the answers on the technical requirements in Annex 5.1.2 Requirements book, tab 2.0.

2.2.0. Specifications for the desired HR application landscape

The picture below shows an interpretation of a potential HR application landscape. For clarifications on the terminology used here, please refer to the Tender Specifications document.

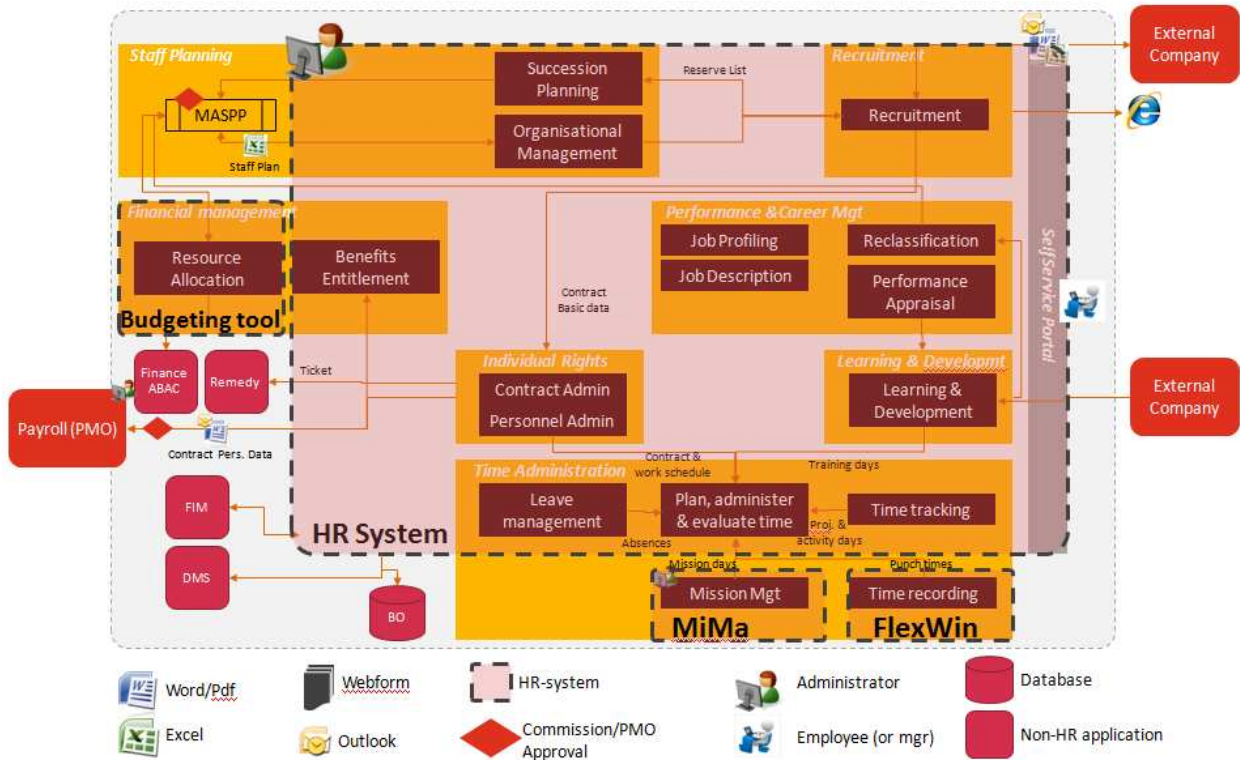


Figure 1: Desired future HRIS landscape

The main objective of this project is **to go from a fragmented, partially automated HRIS landscape based on different technologies, to an integrated, fully automated landscape based on a minimum of applications and technologies:**

- Core HR data are stored in one place; and shared with the other functionalities;
- Reporting is done using built-in reports, configurable reports and BO;
- Integration between modules is built-in and real time;
- Integration with other systems is as much as possible real-time and web-service based;
- The solution is scalable in terms of users and functionality;
- Employees and managers access the system using a Self-Service Portal;
- A secured user interface for external users (applicants and/or other) exists;

ECHA requires that the proposed solution is externally hosted and maintained by the tenderer (or a third party such as a partner or subcontractor). Please refer to sections 3.4 and 5 below.

2.2.1. Product Scope

The proposed solution shall cover all of the aforementioned processes (described in section 2.1) and all of the mandatory functional requirements specified in the attached requirements book (Annex 5.1.2).

The replacement of FlexWin is not part of the scope.

If a process is supported by the proposed solution, but only to a certain extent, the requirements that are not supported must be defined as a customisation, or specified as not part of the proposed scope. Please note that the proposed solution shall fulfill all mandatory requirements. **Failure in fulfilling all mandatory requirements will result in non conformity and rejection of the offer.**

The Agency is aiming at having all functional and technical requirements covered within the proposed HR system. However, if one of the processes/sub-processes that is indicated as 'nice to have' in the appended requirements book (Annex 5.1.2) is not supported by the product, the integration between the HR system and the current technology (if existing) becomes part of the scope. For example, in case mission management (MiMa) is not supported by the product, integration with the current mission management system must be foreseen in the offer. In addition, the Budgeting tool is not an existing application, but it has been included as 'nice to have' in the requirements book (Annex 5.1.2).

2.2.2. Technical Solution

The technical solution must be in compliance with the mandatory technical requirements specified in the requirements book.

The system is required to have a separate user acceptance testing and production environments. The tenderer is expected to provide a secure remote access to these environments for the Agency's validation of user tests and production use.

2.2.3. Interfaces

The solution should include interfaces between the different HR modules, but also with the following systems:

- BMC Remedy Service Desk: ticketing system for notification of basic employee data to Facilities Management and Security units (i.e. automatic creation of tickets in BMC Remedy – please refer to the requirements *IR_2.4_01* and *C_6.2_10* in Annex 5.1.2)
- EMC Documentum or Microsoft SharePoint: for storage of documents (contracts, cv's...) and archiving of unstructured content (please refer to the requirement *IR_2.2_01/02* in Annex 5.1.2)
- Microsoft Forefront Identity Manager: for synchronisation with the identity management system for user accounts provisioning and deprovisioning and basic personnel data synchronisation with Ms Active Directory (please refer to the requirement *IR_2.1_01* in Annex 5.1.2)
- Bewator Flexim (FlexWin) or similar systems: for importing of recorded punched time data (please refer to the requirement *T_3.2_01* in Annex 5.1.2)

2.2.4. Reporting

The future solution shall have 3 layers of reporting:

- Standard, built-in reports readily available for end-users (e.g. staff list)
- Configurable, ad-hoc reports available for end-users (e.g. own data query mechanism)
- ECHA BO reporting team will use Business Objects to create all other reports.

2.2.5. Data migration

The new system shall be populated with all relevant existing and historical data, which is stored in the current system and multiple data files, including Microsoft Excel spreadsheets. The approximate volume of data to be migrated is 25 GB. Such data is largely available in the format of MS-Word files, MS-Excel files, MS-SharePoint repositories/sites and various structured databases.

2.2.6. System Users

For information purposes as well for the sizing of the solution and the required hardware, ECHA has estimated the number of users that are going to be using the new system (note that Admin users in each process may overlap).

Process	Admin users	Self Service users	Other
Recruitment	7	Unlimited	Applicants ¹
Staff planning	3		
Personnel administration	55	600	
Financial management	6		
Time recording	44	600	
Time administration	2	600	
Mission Management	2	600	
Performance & Career Management	2	600	
Training & Development	5	600	External trainers
Technical users (all access)	3		

Figure 2: System Users

¹ The number of applications per vacancy varies between 100 and 500. Data traffic on the recruitment website is on average 500 hits per day. Please note that these figures are for information purposes and may vary.

3. SPECIFICATIONS REGARDING APPROACH

The tenderer shall provide all information requested in this chapter.

3.1. IMPLEMENTATION APPROACH & METHODOLOGY

The vendor is requested to present in their offer and to describe in detail the implementation approach and the supporting methodology used. This section at least shall contain the following content:

- Implementation approach and methodology:
 - High level execution roadmap for the achievement of the objectives as set out in this call for tenders over the total duration of the Framework Contract;
 - Detailed project plan, clearly showing the proposed approach for the construction of the target system in terms of software acquisitions, hosting and implementation activities aimed at the full delivery of the mandatory requirements within the expected time plan. The project plan shall be realistic and split in phases with processes in scope including work packages and deliverables;
 - Structure (i.e. roles and functions) of the proposed project management/ technical team(s) organization for the execution of the FWC and the various service requests;
- Testing approach;
- Data migration approach (historic data up-to 6 years);
- Training approach;
- Supporting methodology:
 - Detailed proposal for hosting services;
 - Detailed proposal for the maintenance, support and servicing of the target system.
- Risk management plan identifying critical areas of the FWC execution together with suggested mitigating or countermeasure actions.

Further specifications linked to the content above mentioned are detailed in the sections below.

3.1.0. Default work packages and deliverables during the projects

The tenderer is free to propose an implementation approach it deems optimal for this project. The implementation approach will imply the execution of one or more service requests and the annual execution of a fixed budget. The table below lists the minimal activities and deliverables that should be part of the proposed approach.

The typical project will consist of several work packages (e.g. the work packages below in each HR process described in section 2.1) and have the associated deliverables to be achieved. Based on each service request, the tenderer will be asked to produce certain work packages and deliverables.

The default work packages and deliverables are described in the table below. In each service request, the actual requested work packages and related deliverables will be specified.

Work package	Activities	Deliverables
Analyse & Design	<ul style="list-style-type: none"> • Develop project charter: scope, objectives, acceptance criteria, success factors, detailed planning, risk mitigation plan, documentation standards... • Organise Kick-Off meeting • Business process & Requirement analysis • Setup of environments, define team access rights • Key-user training • Set-up of data migration strategy 	<ul style="list-style-type: none"> • Project Charter • Kick-off meeting • Configuration and setup documentation • Functional design documents per module • Functional design document for customisations • Functional design document for reports • Functional design document for interfaces • Test scenarios • Security design document • Design document for data migration
Build & Test	<ul style="list-style-type: none"> • System configuration • Security configuration • Customisation development • Data migration set-up • Unit, integration and system test scenarios and results • Develop training material for train the trainer (TTT sessions) 	<ul style="list-style-type: none"> • A configured system • Test results • Build customisations, reports and interfaces • Technical documentation of customisations • Technical documentation of reports • Technical documentation of data-migration • Technical documentation of interfaces • Migrated data • Training materials
Deploy	<ul style="list-style-type: none"> • TTT sessions of key users • User Acceptance Testing (UAT) • Develop the transition plan • Perform go-live assessment • Describe support and help desk procedures • End user training by ECHA process owners • Final data load • Carry out the steps of the transition plan • Hand over and knowledge transfer • Go/No-Go decision 	<ul style="list-style-type: none"> • UAT test scenarios and results • TTT sessions • Transition plan • Go-live assessment • Support and helpdesk manual • The process/module/system goes live

3.1.1. Specifications for the testing approach

Quality of the produced software artefact is an imperative part of the successful delivery of the HR solution to ECHA. Only through user acceptance testing can the Agency verify whether the software delivery can be accepted or not. Therefore, any software developed should be properly tested and delivered with clear documentation. Software should be tested and verified by the tenderer and UAT testing to be performed by the Agency. The Agency needs to be assured that all tests required by the development cycle have been executed and completed successfully by the Tenderer before starting the UAT test phase. For this purpose, the Tenderer will conduct necessary testing in order for the Agency to be able to verify:

- that the software which will be delivered for acceptance meets its specifications;
- that all development activities are completed; and
- that the tests ran during the test sessions passed successfully.

Testing is planned and executed in such a way that the main testing focus is on the most crucial and critical areas.

After the Agency has accepted the results of the tests conducted by the tenderer, the tenderer will be allowed to deliver its software for acceptance to the user acceptance test environment. The delivery shall be recorded in an *Consignment note* in accordance with the provisions of Article I.12.1 of the FWC (see Annex 5.3.1). The tenderer shall guarantee the integration of the software deliverables in the target information environment(s).

In addition to the software, the tenderer shall be responsible for providing the following Test Deliverables:

- Test Plans
- Test Cases (functional and non-functional) and scripts
- Consolidated test execution reports including test phase reports
- Test Coverage Reports
- Other deliverables (according to individual Service Requests)

These Test Deliverables are considered to be document deliverables and have to be accepted by the Agency as defined in section 4.1.

3.1.2. Specifications for the methodology

It is necessary that the project executed under the FWC follows a consistent project management methodology. It is expected that the Tenderer's project management approach interfaces with the ECHA's project methodology (based on PRINCE2), although it is mainly the responsibility of ECHA's Project Manager(s) to deal with the ECHA internal project governance aspects. The Tenderer shall propose a project methodology which is going to be used under the FWC by the Tenderer for the execution of the project.

3.2. PROJECT SET-UP

The tenderer is requested to describe in detail the implementation project set-up. This section contains at least the following content:

- A proposed project planning containing the phases of the approach, the deliverables and milestones;
- A proposed division of roles: who does what. Tenderers are requested to consult and if needed comment on the attached Responsibility matrix (RAS see Annex 5.1.5.) with the division of roles during the project and during maintenance;
- Expected effort of ECHA resources;
- A proposed project governance.
- The proposed profiles for the project

Below, the specifications linked to the above mentioned content are detailed.

3.2.0. Specifications for the project planning

The tenderer is free to specify an optimal project planning for this project. However, the planning should meet the following minimum criteria:

- The intended start date for the implementation of the Framework Contract is expected to be in Q4 2013.
- The implementation and delivery of the targeted HR system shall not take longer than 2 years with one implementation phase per calendar year.
- The HR processes should be split among the two project phases: for example, core administration processes (i.e. Personnel and Payroll, Time Administration, HR Finance and Staff Planning) in the first phase and talent processes (i.e. recruitment, training and career development in the second phase).
- The HR system shall go in production at the end of the first project phase for the part delivered.
- The planning contains clear milestones, and validation points.

3.2.1. Specifications for Teams and resources

It is necessary that the Tenderer establishes a proper organisation for the implementation of all service types of the FWC. The requirements for this are described below.

3.2.1.1 Management team

A steering group shall be established for the duration of the Framework Contract. The steering group is responsible for overseeing the implementation of the Framework contract and all the related Specific Contracts.

The steering group is represented by both parties and consists of:

- ECHA representatives of the internal Project Board
- ECHA Framework Contract Manager (Project Manager)
- Tenderer Service Delivery Manager
- Tenderer Project Manager

The Tenderer shall provide and nominate at least the following representatives:

- Service Delivery Manager. S/he is responsible for any contractual issue on the Tenderer's side and for the final delivery of the solution.
- Project Manager: The project manager will deal with all day-to-day operative work, project management, liaison with ECHA staff, among others, falling under the execution of the FWC. Project manager's responsibilities shall cover all service types (projects and application development, application support and maintenance, platform configuration and operations).
- In addition, the Tenderer shall appoint a high-level executive for this Framework Contract, in cases where an escalation is needed.

3.2.1.2 Functional and technical team

The day-to-day work related to any Specific Contract or Order Form under this FWC will be carried out by the Tenderer team and managed by the Tenderer Project manager(s). The Tenderer shall provide the necessary resources to implement the services under this FWC.

It is not mandatory to propose a plan including every profile. However, every resource provided shall comply with one of the profiles indicated below.

The requirements for the profiles indicated hereafter shall be applicable to all resources involved in the implementation of the Framework Contract. The tenderer is requested to have availability of profiles meeting the requirements and with the relevant experience and expertise for the respective service request.

The tenderer shall guarantee that under each Order or Specific Contract, the replacement of its personnel shall not affect the normal implementation of the work carried out under the respective Order or Specific Contract. Any replacement of the tenderer's personnel under Time&Means or Quoted Time&Means contracts shall be done as defined in sections 3.7.1.2 and 3.7.1.3 respectively of the Tender Specifications.

Requirements for Service Delivery Manager

Responsibilities

Service Delivery Manager is accountable for managing service delivery throughout the Framework Contract.

More specifically, a Service Delivery Manager will contribute as follows:

- Is accountable for managing service delivery;
- Provides a focus for SLA management throughout the FWC.
- Ensures and monitors that processes are in place to pro-actively guarantee consistent service quality through rigorous management of change control and acceptance into service;
- Ensures resources, capabilities and capacity to meet service needs;
- Provides expert problem management support and ensures root-cause analysis is conducted and a corrective action plan is followed through;
- Ensures a seamless end-to-end delivery of service.

Qualifications and experience

- At least 7 years of overall Service Delivery Management experience.
- At least 5 years of the above must be in relation to HR System implementation projects.
- At least 3 year of experience working in an international environment.
- The following valid certifications are desirable:

ITIL and PRINCE2 Foundation or equivalent.

- A level of oral and written English language skills corresponding to at least level C1 of the European Common Framework of Languages is required (<http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>).

Requirements for Project Manager

Responsibilities

The Project Manager is responsible for the management of all aspects of the Framework Contract to meet identified business needs, acquiring and utilising the necessary resources and skills, in line with cost, time, and quality service levels. Project Manager may also act as the service manager for specific contracts or orders related to end-user support, application maintenance, platform hosting, configuration, maintenance, and operation services.

More specifically, a Project Manager will contribute to the following deliverables:

- Project plans, reports, project management tools.
- Test plans and test reports
- Project/team resources management.
- Management of the delivery of all project/service deliverables and products.
- Quality assurance.
- Project communications.
- Liaison with ECHA users and other stakeholders.

Qualifications and experience

- At least 7 years of overall IT experience.
- At least 5 years of the above must be as a Project Manager or Programme Manager.
- At least 3 years of the above must be in relation to HR System implementation projects.
- At least 1 year of experience working in an international environment.
- The following valid Project management certifications are desirable:

PRINCE2 Foundation and PRINCE2 Practitioner or equivalent

PMP Project Management Professional or equivalent

- A level of oral and written English language skills corresponding to at least level C1 of the European Common Framework of Languages is required (<http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>).

Knowledge

The Project Manager shall have practical knowledge of the following:

- Project management and team collaboration software (e.g. Microsoft Project, JIRA, Microsoft SharePoint Server)
- Tools used throughout the software development lifecycle
- Software development methods
- Use of software testing tools within projects.

Requirements for HR Solution Architect

Responsibilities

HR Solution Architect has a strong hands-on experience with a wide range of HR products and is proficient with several views of architecture (such as business, information, application, technical, integration, security). The Solution Architect, among others, leads the design of the solutions supported by the project tools for configuration management, quality assurance and testing, etc; leads the definition and implementation of HR system best practices for ECHA HR solution; provides assistance in the resolution of technical issues and technical advice in relation to the HR technology and applications.

More specifically, The HR Solution Architect will contribute to the following deliverables:

- Architecture aspects of solution specifications.

- Ensure compliance and alignment with existing ECHA architectural guidelines
- Overall solution design with various architecture views in conjunction with the current ECHA application landscape.
- Design for all aspects of solutions, such as workflows, applications, modules, components etc. software artefacts.
- Architecture validation of projects/solutions with regard to the HR technology and its use in ECHA.
- Creation of proof-of-concepts, prototypes, demos, etc.
- Development options, processes and methods.
- Provide technical leadership and guidance to the team members.

Qualifications and experience

- At least 5 years of hands-on experience and solid knowledge in the analysis, design, implementation (configuration and development), and testing of HR business solutions.
- At least 2 years of the above must be with the proposed HR system.
- Certification or equivalent demonstrated by relevant training in the proposed HR system.
- A level of oral and written English language skills corresponding to at least level **C1** of the European Common Framework of Languages is required (<http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>).

Knowledge

The HR Solution Architect must have practical knowledge of the following:

- The development tools relevant to the proposed HR solution.
- Software development methods.
- Valid certifications as solution architect for specific technologies and/or product are desirable

Requirements for Business Analyst

Responsibilities

The Business Analyst analyses requirements (e.g. business, user, functional, non-functional requirements) for The HR solution in a form (such as process/workflow models, solution specification documents) understandable for both users and technical persons designing, developing, and maintaining the solutions. As part of the requirements analysis, the Business Analyst among other things, conducts and facilitates workshops, helps creating prototypes, collects, reviews and validates business information items (e.g. document templates), validates User Acceptance Testing plans and test data, tests the system, supports business change management, etc.

Qualifications and experience

- At least 4 years of experience in the business analysis, design and configuration of HR systems.
- At least 1 year of the above must in relation with the proposed HR solution.
- At least 1 year of experience working in an international environment.
- Preferably a valid HR system certification or equivalent demonstrated by relevant training for the proposed solution
- A level of oral and written English language skills corresponding to at least level **C1** of the European Common Framework of Languages is required

(<http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>).

Knowledge

The Business Analyst must have practical knowledge of the following:

- Business Process Model and Notation (BPMN)
- System requirements analysis
- HR system configuration
- System testing

Requirements for HR System Administrator

Responsibilities

The HR System Administrator installs, administers monitors and maintains the HR platform in different environments to ensure it is stable and operational, and resolves any related issues. The HR System Administrator also supports the technical design and architecture of the HR implementations. The HR System Administrator normally also participates in the activities such as version upgrades, patching and fixing; HR system migrations; change management process.

Qualifications and experience

- At least 5 years of overall IT experience.
- At least 3 years of the above must be of hands-on experience and solid knowledge in the administration, and operations of HR business solutions.
- At least 1 year of the above must be with the proposed HR solution.
- Valid certification or equivalent demonstrated by relevant training in the proposed HR solution
- A level of oral and written English language skills corresponding to at least level **C1** of the European Common Framework of Languages is required (<http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>).

Knowledge

The HR System Administrator must have practical knowledge of the following:

- Installation, configuration and patching of the proposed products
- System upgrades and migrations

Requirements for Developer

Responsibilities

The Developer produces software artefacts in line with the specifications and quality criteria identified in each individual assignment. The Developer is normally needed for specific needs when a non-standard software artefact is required to be developed as part of the overall HR platform.

Qualifications and experience

- At least 3 years of experience in software development
- A level of oral and written English language skills corresponding to at least level **C1** of the European Common Framework of Languages is required

(<http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>).

Knowledge

The Developer must have indepth practical knowledge on the programming language specific to the proposed solution and proven experience in the customization and management of development tools related to the implementation and operationalization of the proposed solution. In addition the Developer should have practical knowledge of at least one of the following:

- Java and J2EE technologies
- NET and Microsoft Solutions Framework
- XML
- XSL

3.3. SPECIFICATIONS FOR APPLICATION SUPPORT AND MAINTENANCE

In general, any HR system elements implemented will need to be maintained and supported after their go-live. Therefore, one objective of the FWC is to establish a recurrent IT service management-based support and maintenance framework – i.e. organisation, processes, procedures, tools and forms (e.g. document templates) – for the application support and maintenance for the purposes of continuous application support and maintenance service provisioning.

In addition, any artefact developed by the tenderer, needs to be provided with application support and maintenance after the project finishes. Once the software is accepted and deployed into production, the warranty provides an initial period for dealing with errors in the software (see section 3.8 of the Tender Specifications for details). However, this does not exclude for the need of having continuous application support and maintenance beyond the warranty.

The key activities that need to be covered by the application support and maintenance (i.e. license maintenance) shall include at least:

- A single dedicated point of contact for second/third levels² helpdesk support providing telephone and email details. A description of service range covered by the helpdesk support shall be included in the offer.
- Provision of support in terms of request handling and incident handling (e.g. bug fixings, small changes via ticketing system). A description of escalation procedure shall be included in the offer.
- Upgrades, patches, new releases of software products (including any developed artefact);
- Managing and reporting on agreed service levels (see annex 5.1.6 'SLA').

The provision of application support and maintenance shall be based on clearly defined processes, supported by resources and tools/ facilities relevant for the processes. The responsibilities between the tenderer and the Agency are clearly defined in the Responsibility Matrix (see Annex 5.1.5).

For further developments and enhancements of the system (e.g. evolutive/enhancement maintenance), the services will be procured through *ad hoc* Specific Contracts.

3.3.0. Phase Out Strategy

² ECHA will be responsible for first-level support (end-users help desk support).

The tenderer shall actively collaborate with ECHA and any third party (of comparable or related hosting and managed services) to ensure the smooth transitioning or interconnection of the services, to minimise costs and to guarantee the continuity of services for the Agency, when the Framework Contract will be nearing its end.

The tenderer shall assist and contribute in all reasonable ways to guarantee the successful and smooth transition of required services to a new service provider as well as to provide any information, documentation and other materials, support, training, consultation, cooperation and help in the transition of services as can reasonably be expected and as required by ECHA.

The tenderer shall present in his offer a phase-out transition plan setting forth (in such detail as may reasonably be required) the measures, processes and procedures required to ensure a successful and smooth transition of the services. The phase-out transition plan shall be maintained by the tenderer throughout the Framework Contract. At the request of ECHA and in cooperation with ECHA, the tenderer shall update the phase-out transition plan and submit it to ECHA for approval at no additional costs.

Phase-out is an essential part of the Framework Contract and shall be carried out at no additional costs for ECHA.

3.3.1. Exit strategy

The FWC may be terminated (or not renewed) for whatever reason. In this respect tenderers shall provide in their offer a draft Exit Plan, similar to the phase out strategy transition plan, which outlines a plan for exit and disentanglement documenting the tasks required to accomplish an orderly Exit transition. The Exit strategy shall be designed to be easy to implement and performed in a quick manner.

The scope of the exit plan shall include: the activities, roles and responsibilities, as well as the timetable, documentation and data, required for an orderly Exit transition to ECHA and/or a new supplier following termination or not renewal of the contract. In addition similar tasks as described in section 3.3.0 (*Phase Out Strategy*) should be performed for the Exit strategy.

Exit transition services shall be covered by the corresponding Exit fee from the Pricing Sheet (Annex 5.1.4) in accordance with Article I.14 of the FWC (see Annex 5.3.1). The Exit fee shall be presented in at least two parts, where the costs for the 'hosting exit strategy' are separately and clearly identified (see section 3.4 below).

3.4. SPECIFICATIONS FOR HOSTING

All required environments are hosted by the tenderer. This includes development/testing, user acceptance testing, and production environments.

3.4.0. Scope of services

The tenderer shall provide the initial set up, installation, ongoing maintenance and upgrades of all hardware, middleware, database, platform and infrastructure in order to ensure the utmost availability and performance of the HR system.

The tenderer must describe the proposed approach for maintenance and support services in order to meet or exceed the minimum service level requirements specified, and subject to the following constraints:

- The tenderer will be responsible for ICT infrastructure and facilities services (including data centre services, networking, physical and virtualised server infrastructure, storage, monitoring and backups);

- The tenderer will be responsible for all-levels support (i.e helpdesk support) of the delivered system;
- the tenderer will be responsible for implementing, supporting, maintaining and deploying required integrations between the system and systems hosted by ECHA (e.g. BMC Remedy and Microsoft Forefront Identity Manager);
- the tenderer will be responsible for the preparation and execution of upgrades, patches and newly implemented changes (enhancements).

3.4.1. Access

The Agency need to be able to connect to all required environments (e.g. user acceptance testing and production) from ECHA premises in such a way that the required response time and security requirements are met as described in Annex 5.1.2.

No connection to the system is enabled directly from the internet with the exception of the recruitment website. Access to the features of the target system must be enabled for all ECHA authorized and authenticated users independently from their physical location³.

For second and third level support services (performed by the tenderer), access to the system should comply with at least the same level of security applied for access via ECHA premises.

3.4.2. High availability

The system incorporates fault tolerance mechanisms, including the possibility for high-availability deployment, with content repository services provided in a cluster configuration. The solution also supports configuration of failover to a secondary data centre, for disaster recovery purposes, including mechanisms for automatic data replication between the main and secondary data centers.

The tenderer shall provide a complete description of how the solution supports failover, clustering and high availability configurations.

3.4.3. Exit strategy for hosting

The Agency may decide at any point of the implementation of the FWC, to interrupt the request for recurring hosting services. In this case, the tasks as described in the Exit strategy (in section 5.2) shall be performed only for the part relating to the hosting. The provisions of Article I.14 of the FWC shall apply (see Annex 5.3.1).

4. ACCEPTANCE OF DELIVERABLES

During the execution of the FWC, the format of possible deliverables can vary considerably and will be specified in the Specific Contracts or Order forms. The deliverables are typically of the two main types:

- Document deliverables. The acceptance procedure for these is defined in section 4.1.
- Software deliverables (aka IT deliverables). The acceptance procedure for these is defined in section 4.2.

The tenderers are requested to propose any template that can be used during the execution of the framework contract for the document deliverables.

³ Currently ECHA staff can access e.g. email and intranet remotely through ECHA SSL VPN.

4.1. ACCEPTANCE OF DOCUMENT DELIVERABLES

If not specified otherwise in a Specific Contract or Order Form, when a document is submitted to the Agency for acceptance, a review cycle of T1/T2/T3/T4 will apply, where:

- T1 refers to the number of working days needed by the Agency to review the deliverable and provide the tenderer with comments on the deliverable.
- T2 refers to the number of working days allotted to the tenderer to provide its position to the comments raised by the Agency. This position will be flagged by the tenderer using the following status:

“To be implemented”;

“To be discussed”;

“No action” with the appropriate justification. “No action” refers to comments that do not impose any action to be taken by the tenderer.

Comments for which the position of tenderer is "To be discussed" or for which the Agency does not agree with the given position will be discussed during a review meeting. A meeting decision ("No Action" or "To be implemented") will be made and recorded in the meeting minutes made by the tenderer.

- T3 refers to the number of working days allotted to the tenderer to implement the meeting decisions and release an updated version of the deliverable.
- T4 refers to the number of working days needed by the Agency to verify the correct implementation of the reviewers' remarks.

The tenderer must take into account the expected acceptance time when planning the project deliverables.

The Agency can reject a document by interrupting the review cycle when there is evidence that the quality of the deliverable is too low or when there is evidence that the objective of the document is missed.

No document is accepted by default. When the responsibility of a delay in the review process is clearly identified on the Agency side, the tenderer must alert the Agency. After T4, the Agency will accept the deliverable only when all meeting decisions have been implemented successfully.

In any other situation the Agency may reject the deliverable or ask the Tenderer to resume from T3.

The default review cycle for a document deliverable is as follows:

- T1: max 20 working days;
- T2: max 10 working days;
- T3: max 10 working days;
- T4: max 10 working days.

Following final acceptance, the Agency will issue a Certificate of conformity.

The tenderer shall be responsible to maintain the relevant system documentation up-to-date after its acceptance. This is particularly important during the maintenance and operations of the application, after the initial project has finished.

4.2. ACCEPTANCE OF SOFTWARE DELIVERABLES

The provision of the system shall be delivered as a fully working product. The final deliverable shall follow agreed steps for deployment into the required hosted environments.

In addition, the provision of the system should be delivered, according to the usual method for goods of the same type or, failing this, in a way designed to preserve and protect that the contents remain intact and prevents damage or deterioration. The source code⁴ for any customisations together with release notes and numbered versions of software must be provided.

In accordance with the provision of Article I.12.1 of the FWC and if not specified otherwise in a Specific Contract or Order Form, the following acceptance procedures will be applicable:

4.2.0. User Acceptance Testing

User Acceptance Testing activities: the Agency will run the test cases specified for the User Acceptance Testing. These cases shall be prepared by the tenderer and be available to the Agency before the start of the User Acceptance Testing (see also section 3.1.2). The tenderer shall support and provide assistance to the Agency's personnel during the execution of the tests (e.g. connection issues with the remote access). Scheduling of the tests should be organised and agreed by both parties.

Acceptance Testing closure: The Acceptance Testing is under the responsibility of the Agency and may be repeated until the software attains the acceptance criteria.

A technical meeting where the results are presented and discussed marks the end of each Acceptance Testing. Based on the outcome of the tests, the Agency will draft an Acceptance Testing report and decide whether the software being tested can be accepted as it is or can be accepted with reservations (which will be implemented in future releases of the application) or cannot be accepted. In the latter case, the changes will need to be implemented and a new Acceptance Testing cycle will be planned.

4.2.1. User Acceptance test pass / fail criteria

Each test shall only have been deemed to be successful if the actual result matches exactly the expected result specified in the acceptance test script document. If this is not the case, the tester will raise an issue and report that the test has failed.

Unless specified otherwise in the Specific Contracts or Order Forms, the following number of defects that can be accepted and their criticality, shall apply:

- When one critical issue is raised during the Acceptance Testing, the Acceptance Testing may be interrupted and the software may be rejected.
- When more than three major issues are raised during the Acceptance Testing, the Acceptance Testing may be interrupted and the software may be rejected.
- When more than 7 minor issues are raised during the Acceptance Testing, the Acceptance Testing may be interrupted and the software may be rejected.

A critical issue is: a defect that prevents the user from using the software for its purpose.

⁴ To be intended to include the transfer of all relevant knowledge: architecture, design, code, test cases, automated scripts ect.

A major issue is: a defect that will prevent the user from using one or more functionalities of the software.

A minor issue is: a defect that will not prevent the user from using any functionality. However the implementation of the functionality is considered faulty and requires a modification.

4.2.2. Decision on Acceptance

The decision of the Agency on acceptance of the software is based on the Acceptance Testing report produced by the Agency. In the case the tests have been satisfactory, the Agency shall deliver a Certificate of Conformity that shows the acceptance date and mentions any reservations it may have regarding the services.

4.2.3. Acceptance phases

Acceptance period

The Acceptance period shall be in accordance with Article I.12.1 of the Framework Contract (see Annex 5.3.1).

Provisional Acceptance Procedure:

During this phase, the procedure defined in point 4.2.0 and 4.2.1 above is applicable during the course of the project for intermediate deliverables under each Specific Contract and Order Form.

Final Acceptance:

Although some deliverables may be accepted within a Specific Contract to allow the project's subsequent steps to be executed (see above), the Agency will perform a final acceptance test of all deliverables as a whole at the end of the project, the rationale being alignment and consistency of all deliverables resulting from further development in subsequent Specific Contracts.

After final acceptance a warranty as specified in the "Tender Specifications" document, section 3.8 (iii) applies.

5. SPECIFICATIONS FOR SECURITY

The tenderer shall implement and maintain throughout the duration of the Framework Contract security features, systems and processes in line with relevant standards such as ISO 27001 and BS 25999 (or equivalent standards or measures).

ECHA data must never leave EU territory and no access shall be granted from outside this territory.

Hence, data in transit, including terminal connections (etc.) for the delivery of remotely managed services must not pass through non-EU territory. In other words, any system access and remote management of applications and servers etc. from off-shore and other external facilities located outside of the European Union is not permitted. This also applies to user authorisations and their management.

Also, the tenderer shall adopt appropriate technical, physical and organisational security measures to mitigate risks associated with the processing of personal data, in accordance with Article II.6 of the draft Framework Contract (Annex 5.3.1). Data security and confidentiality shall be ensured throughout the whole information lifecycle,

e.g. when personal data is transmitted, stored, processed, archived or when the data or a related data media is disposed.