



APPENDIX 7.1

TERMS OF REFERENCE

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1. Executive Overview

The National Information and Communication Technology Company Limited (“the Company”) is seeking Submissions for an Expression of Interest (EOI) for The Implementation a Web-Based Enterprise Resource Planning (ERP) Management System for the Trinidad and Tobago Postal Corporation.

1.1 Introduction and Background

Universal Service Obligations (USO) of the Universal Postal Union recognises access to postal services as a fundamental human right. As such, the Trinidad and Tobago Postal Corporation (TTPOST) has been mandated by the Government of the Republic of Trinidad and Tobago (GoRTT) to provide reliable, affordable, high quality postal service to all residents of Trinidad and Tobago.

Towards this end, the TTPOST was formulated in 1999 under the Trinidad and Tobago Postal Corporation Act chapter 47:02. TTPOST is a Statutory Body that reports under the Ministry of Public Utilities whose primary business is the delivery of Postal Services (Letter Mails, Parcels and Courier Packages) to citizens across Trinidad and Tobago. TTPOST provides postal and consumer services both locally and internationally.

To support its services and deliver on strategic goals, TTPOST has eleven (11) divisions and units: Office of Managing Director, Human Resources, Finance, Sales and Marketing, Office of the Corporate Secretary/Legal Officer, Operations, Internal Audit, Procurement, Communication, Business Development and Project Management. TTPOST is seeking to integrate the functions of those divisions’ operations and is seeking a Web-Based Enterprise Resource Planning (ERP) Management System to facilitate the integration process.



Figure 1 – TTPOST's Vision and Mission statement

In its delivery, TTPOST Management is responsible for ensuring specific measures to employ adequate information security to:

- Prevent sensitive information from being disclosed to unauthorised individuals, or lost, modified or corrupted; and
- Ensure that information represents valid business transactions and is available when needed.

The products and services offered by TTPOST are as follows:

- Local courier service
- Hummingbird Express International Courier Service
- E-commerce services – Hummingbird express online shopping and payment of tickets under the Ministry of Works and Transport U Turn initiative.
- P.O. Box and private bag services
- Delivery of promotional material via direct mail and unaddressed mail
- Mail service which includes delivery of local/residential mail, registered mail, parcel post for both local and international
- Sale of stamps to stamp collectors and regular mail
- Local money orders valued up to TT\$1000.00
- Delivery of outputs of government services such as the My TT Card under the Ministry of Health, birth certificates under the Registrar General's Department and citation notices from the Ministry of Works and Transport

Table 1 – TTPOST’s Products and Services by location

Product and Services	Locations				
	Corporate shops	Global franchises	Franchise limited	Delivery offices	Stamp resellers
Sale of stamps					
Bulk mail					
Re-direction					
Local courier					
International courier via DHL					
Express mail					
International air parcels					
Online shopping					
Post box rental					
Local money order issues and encashment					
Encashment of international money orders					
Philatelic					
Delivery of all express mail, international parcels and hummex OSS					
Franking machine					
Medicard registration					

Phone cards					
Merchandise/stationery					
Delivery of out of postal mail					

1.2 Context of the Requirement

TTPOST has a total of 51 (4 retail, 8 retail & delivery and 39 delivery) sites comprising of retail outlets and delivery offices geographically located across Trinidad with each site having only one building. The National Mail Centre located at Piarco is the main site. This site hosts all of TTPPOST’s critical Information and Communication Technology (ICT) infrastructure and services that are accessed via a Wireless Area Network (WAN) to the other locations. All of these sites utilise fibre connections to access the WAN. There is WAN connectivity to about eighty percent (80%) of the remote sites which comprises of both retail outlets and delivery offices. It should be noted that some delivery offices are not connected to the WAN and these account for the other twenty percent (20%). The Head Office has a staff of 140 persons while the other offices account for between ten to twenty staff per retail outlet or delivery office.

All the TTPPOST geographical locations utilise standardised deployments with the same infrastructure, equipment and configurations. Vendor maintenance and support for the hardware at each geographic location is managed by TTPPOST. TTPPOST has a WAN that is currently serviced by two providers: TSTT and CWB. The link speed of the WAN connection varies between geographic locations. The speed ranges are as follows: 100MB, 30MB, 5MB and dedicated internet access (DIA). TTPPOST’s LAN is segmented logically with VLAN’s and utilises layer 3 switches to route the traffic across the segmented networks. The PBX network is both analogue and digital and utilises Voice over IP (VOIP).

The servers deployed in the environment are Windows Server 2012 and 2016 with the latest OS, security patches and updates being done manually and on a weekly basis. Microsoft Exchange is used as the enterprise messaging solution and is hosted On-Premise and services about 250 users. TTPPOST has a Network Attached Storage (NAS) deployed on their network that is accessed via the Local Area Network (LAN) and WAN. There are some centralised enterprise applications in their environment that are hosted On-Premise and connect to the main database server solution.

2. Current Enterprise Divisions

2.1 Human Resource Division

TTPOST employs approximately nine hundred (900) persons and has full-time staff that encompassed permanent and contract employees, as well as, Temporary Relief Workers (TRW). The organisation also has service providers that may be past employees whose contracts are managed by the Office of the Corporate Secretary.

The Human Resource Division (HRD) organisational structure offers a complement of twenty-four (24) employees spread across HR unit, IR Unit, Payroll, HSE department and Security to support the delivery of HR services.

The HRD performs the major functions below including but not limited to:

- Recruitment and On-boarding
- Maintaining general employee information
- Planning, establishing, managing, removing and informing on employee compensation and benefits:
 - Payroll
 - Insurance
 - Allowances
 - Management of staff claims
 - Employee wellness
 - Management and calculation of such payments as pension, gratuity, severance and redundancy
 - Buyouts
 - Leave Management
 - Counselling Services
 - Reward Programs
- HR legal and polices enforcement
- Management of employee transfers and acting appointments that require seniority comparison
- Performance Management for goal alignment, employee development, continuous assessment and planning
- HR planning and strategies
- HR accounting

- Travel management
- Industrial relations management
- Provides support for litigation issues and impacts
- Talent management
- Succession planning
- Manage acting resources
- Organisational charts review
- Training information for each employee
- Salary calculations, increases as per collective agreement and employees
- Job description maintenance
- HR intranet information
- OSHA management
- HR related FOIA request fulfilment
- Enhanced functionality is also required in areas such as training documentation, individual employee training development plans and the ability to integrate a repository of employee skills and competency data
- HR comparison and benchmarking
- HR communication
- HR Reporting and justifications

2.2 Finance Division

TTPOST Accounting Policies and Procedures are prepared and executed in line with Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS). The TTPPOST Finance department (FD) offers a wide range of services to internal and external stakeholders by extension. These services include:

- Budget Management
- Income Recognition and Management
- Cash Management
- Fixed Assets Management
- Procurement
- Inventory Management
- Project Accounting
- Financial Accounting
- Management Accounting

The majority of financial transactions relate to nine (9) basic transaction types:

Table 2 – Transaction Types

No.	Type of Transaction	Voucher Type/Source Document
1	Government Subventions	Letter, Cheque
2	Purchases of goods and services Purchase Requisition	Purchase Order, Vendor Invoices, Goods Received Notes, Completion Certificates
3	Vendor Invoicing	Vendor Invoice
4	Receipt of funds (e.g.: Sales – Basic Services and Non-Core Products and Services, Subvention from Government)	Stamped Deposit Slip, Receipt
5	Payments for goods and services	Cheque Payment Voucher
6	Direct Bank receipts/payments	Bank Memo/General Journal
7	Payroll	Payroll Report
8	Petty Cash	Petty Cash Voucher
9	Other than above	General Journal/Purchase Journal/Sale Journal

2.2.1 Current Challenges

It is expected that the new Accounting solution will address the following issues and risks:

1. Capability to only record up to two years’ worth of financial data which must be grouped in a collectable unit “company”:
 - Limited Management Reporting capabilities
 - Inability to setup and maintain control Accounts
 - Inability to integrate with the required type of cost accounting needed by the department
 - Inability to integrate data records with other departments, hampering the creation of reports and the management of stores
 - Inability to produce external stakeholder management information, namely TTPOST franchises.

2.3 Sales and Marketing Division

TTPOST as an entity comprises of twelve (12) Corporate or Retail Shops that are owned by TTPOST and 53 franchises with varying range of products and services. Based on its geographical spread, TTPOST has the ability to easily reach its customers and this is further enhanced through the use of traditional newsletters,

and digital assets such as its website, blogs and Facebook (FB). The Sales and Marketing (S&M) services of TTPOST are currently constrained by the existing weak technology solutions which are not fully integrated to provide the oversight required for effective engagement with its customers. For example, by not having access to real time inventory balances they may at times oversell or undersell a product.

The intent of TTPOST is to offer the general public and corporate customers, both locally and internationally, a seamless integrated customer experience (CX) regardless of the channel of interaction. The S&M team is striving to support the customer continuously along their journey towards purchase and subsequent advocacy.

To achieve this target, S&M understands there is a need to improve its technology base, embrace data and analytics towards Know Your Customer (KYC), and build the TTPOST brand while retaining or improving its customer service and overcoming its existing challenges, such as:

- High volume of manual processing
- Lack of agility in retrieving and analysing data due to the disparate systems
- Poor sales strategies as there is limited oversight of customer segmentation, purchasing patterns and customer lifetime value often translating to a delayed response time to market
- Ineffective integration and communication amongst departments
- Weak access to customer information
- No access to real-time data
- Limited ability and often lagged performance assessments

Internally to TTPOST the user experience (UX) needs to become transparent and consistent regardless of the location of the staff across its network. By engaging through enabling technologies it is expected to improve delivery through improved insights to its customers and data. With data driven decision support, workflow-enabled processes, integrated solutions and automated triggers, S&M anticipates, through a Customer Relationship Management solution which offers a mix of services, to overcome its current issues and improve the CX.

The expectation is that the CRM solution would address the following aspects of the S&M Division functions:

- Sales management
- Marketing management
- Customer service
- Reporting and analytics
- Integration with other modules

3.0 Corporate Secretariat

TTPOST has adopted ISO 15489-1:2016 which defines the concepts and principles from which approaches to the creation, capture and management of records are developed.

In the current state, records management falls within the domain of the Office of Corporate Secretary/Legal Officer (OCS) with a total of nine (9) resources of which resources are currently dedicated with a Records Manager as the lead. TTPPOST has a Records Management Policy and Procedure guide to aid the current record management practices. The policy has been formulated in context of the following:

- TTPPOST Records Classification Scheme
- TTPPOST Records Retention Policy
- TTPPOST Records Retention Schedule
- TTPPOST Universal Risk
- Trinidad and Tobago Postal Corporation Act Chapter 47:02

It must be noted that TTPPOST 's records are classified as Government Records (public records). As such, the management of these public records is subject to the Laws of Trinidad and Tobago.

The TTPPOST policy on record management is bounded by the following Legislations and International Standards:

- The Freedom of Information Act. Chapter 22:02
- The Trinidad and Tobago Postal Corporation Act 1 of 1999
- Exchequer and Audit Act Chapter 69:01
- ISO 15489 – 1
- ISO 15489 – 2
- ISO 23081-2:2009

All records must therefore be flagged with the corresponding attribute(s)/metadata as it pertains to the Legislations and International Standards and the respective classification and retention rules applied. Similarly, records are periodically transferred to the Trinidad and Tobago National Archives, as such, this status must be reflected in the “life cycle” of the record.

Given the critical role played by TTPPOST and the records over which the entity presides, it's important to develop a Vital Records Protection Plan (VRPP) and have respective records appropriately flagged and tagged to the rules of the VRPP. Beyond the records associated to the VRPP, it is also important to quickly and easily identify and assess records which have been damaged or affected by any emergency or natural

disaster and trigger a recovery mechanism for such records using the agreed Disaster Recovery Plan (DRP) procedures.

4.0 Key Objective

The key objective of this EOI is to identify Proponents with Web-Based ERP Management Systems that would be able to integrate the following and other functions:

- **Human Resource Management Information System**
 - Performance Monitoring
 - Recruitment and Exit Management
 - Employee Self-servicing
 - Vacation
 - Training
 - Management Reports
 - Standardise
 - Customisable
 - Integration with other enterprise modules

- **Financial and Management Information System**
 - General Ledger
 - Accounts Payable
 - Accounts Receivables
 - Fixed Assets
 - Cash Management
 - Bank Reconciliation
 - Financial and Management Reports
 - Customisable
 - Standard
 - Procurement
 - Detailed Supplier/Subcontractor/Service Provider database
 - RFQ processing
 - Tender Management
 - Recording Payment terms in P.O.
 - P.O. authorization/Delegation of authority
 - P.O. amendments with complete amendment history
 - P.O. processing

- Reports for order tracking for complete control over the procurement cycle
- **CRM System**
 - Customer Data Management
 - Reports and Analytics
 - Sales and Marketing
 - Customer Service and Satisfaction
 - Integration with other modules
- **Enterprise Content Management**
 - Document Management System
 - Automation of manual records/work flows
 - Management Reports
 - Data analytics
 - Regulatory Compliance
 - Integration with other modules

5.0 Project Duration

The expected completion of the installation of the proposed ERP system is within six (6) months or less; however, the timeframe for all associated deliverables will be negotiated and confirmed before the execution of the project. The deployment of the modules is envisioned to lead with the HRIS then FMIS, CRM and ECM. The deployment of the FMIS must align with the beginning of the financial year.

6.0 Training

The Proponent is expected to provide training using multiple media – face-to-face workshops and/or online workshops, online help, recorded custom training, custom user/technical training guides, generic user/technical guides. The training provided must meet the minimum needs of TTPOST and specifically support the role of the Users, Administrator(s) and the IT team.

The training is to act as a means of knowledge transfer to the TTPOST staff and form the knowledge stage of the user journey along with, future access to training material for reinforcement of the learning and adoption to the new mode of operating. The training must be a collaborative exchange between the Proponent and the TTPOST team to meet the needs of TTPOST to leverage the System and so attain maximum value.

7.0 Intellectual Property/ Copyright

Proponents shall not, except as authorised in writing by the Company or unless required by the stipulated terms under this request for an EOI, use for the firm's own benefit or gain or divulge to any persons, firm, company or other organisation whatsoever any information belonging to the Company or relating to the affairs or dealings which may come to their knowledge during the engagement. This restriction shall cease to apply to any information or knowledge that may subsequently come into the public domain other than in breach of this clause.

If Proponents require access to information such as IP Addresses, IP schemas and any information that the Company deems to be confidential in nature, they will be required to sign a Non-Disclosure Agreement (NDA). The NDA shall bind the selected Proponent to confidentiality and non-disclosure of information to which it has become privy. If the selected Proponent declines to be bound by the NDA, they shall not be entitled to be granted access to or knowledge of information deemed to be confidential in nature.

7.1 Boundaries and Conditions

Proponents agree that all of the information will be strictly confidential and the individuals shall not divulge any information that they may encounter during the engagement to any third party.

All documents produced and data collected remains the property of the Company and shall not be disseminated or have its contents divulged to any third party.