

Clarifications

Proposal Option 1- Payrolling Services. In this service OAS is employer of the persons and provider calculate the payroll and third parties related

The GS/OAS views many of these questions as pertaining to our current HQ payroll procedures, which are NOT what would apply at the OAS Service Hubs (OAS Hubs). For OAS Hubs, the intent is to apply the payroll practices of the HR Firm partner and adhere to prevailing local labor laws.

The objective of the RFP is that the HR Firm partner implements the best practices based on its experience during the contract. The GS/OAS seeks to minimize its own administrative processing related to these new OAS local employees.

Number of employees per country

1. How many payrolls are processed in every payment time? Many Cost Centers or are all people processed in the same payroll calculations?

R/ At OAS Hubs, we will begin with one cost center, and add cost centers as different departments of the GS/OAS solicit hiring of local professionals. We cannot anticipate a precise number as that is a variable that depends on the varying needs of the GS/OAS Secretariats, but our intent is to have this number grow steadily through the years.

The second portion of your question is unclear to us. It is up to the HR Firm partner to determine the payroll calculations based on local labor laws.

2. Please indicate the payroll frequency per country: a. Fortnightly, b. Monthly, c. Bi Week, d. Week

R/ By default, we prefer a fortnightly frequency. However, we must ensure adherence to local labor laws, so if a locality requires payment in another time length, we would pay; accordingly, if monthly, we would pay monthly, and so on.

3. How many legal entities do you have in every country? Are all people processed in the same legal entity?

R/ All local employees will be hired by the same legal entity in each country. We have a single "Office of the General Secretariat in Member State" also commonly referred to as a National Office in each country in which we will initially roll out a service hub. However, we also want to study options for doing this in countries in which we do not have a legal entity, so for those we might opt for the HR Firm as EOR.

4. What is your current payroll process? a. Fortnight salaries, b. Monthly, c. Daily Salary, d. Salary per hour, e. Salary per task

R/ The GS/OAS typically pays a monthly salary and by default will pay our local employees in this fashion. However, we intend to comply with local labor standards in each country.

5. If the salary is per hour, please mention how many schedules you have?

R/ The GS/OAS does not pay based on a per hour basis. Salaries are typically paid monthly.

6. Usually how many days do you need to close the payroll incidences?

R/ We do not process payroll for Local Professional hires (the modality that would be in use at the OAS Hubs). These individuals are paid against an obligation of funds, through a purchase order. The Department of Financial Services publishes the dates each month for the payment schedule for all payments against obligations/purchase orders, and areas attempt to ensure that they align their payouts with these calendars. Bidders can propose to "collect funds" in advance to ensure timely payment of all local employees in their roster.

7. How is your process to collect incidences?

R/ The process is not relevant to this bid, as OAS Hubs Local Professional hires will be processed through the HR Firm service provider's own procedures.

8. How many times do you need to review payroll calculations and prepare the salary wire before payment day?

R/ The Service Provider should recommend timeframes for review and salary wires, but the current practice at Headquarters is to send the payroll to the bank two days before payday. Again, we reiterate that OAS Hubs Local Professionals will be paid using the HR Firm partner's payroll practices.

9. Please indicate whether there are additional payrolls that are processed. (Bonus, gifts, etc.)

R/ Any additional payrolls will be according to local labor law or prevailing local practice. The GS/OAS does not typically provide bonus or gift payments.

10. Do you have special payroll discounts that require special system programming? (Fixed percentages, social security, labor insurance, vacations, notice, Christmas bonus, severance) Specify method.

R/Not relevant for OAS/Hub Local Professionals. Local laws apply and we expect the HR Firm partner to have knowledge of local labor requirements and process payroll accordingly. OAS Hubs employees will be paid severance according to local law, and the GS/OAS expects that the HR Firm partner will calculate and identify on the invoice the portion that the GS/OAS should be setting aside each pay cycle.

11. Do you have specific requirements for how to send pay slips? For example: a. All pay slips are to be delivered electronically to a single point of contact, or b. Electronically to every employee's email

R/ GS/OAS preference is for the HR Firm partner to directly provide the OAS Hubs hires with a payment receipt via email for each pay period and provide the GS/OAS contact with a cumulative report of all payments made in each pay period.

12. Please mention if your Company has a special salary and benefits package. Extra-legal benefits. If you have them, what are they? For example, extra vacations, additional bonus, etc.

R/ This does not apply to Service Hub hires. Local laws and prevailing local practice will apply.

13. What is the main cause to outsource your payroll?

R/ To facilitate adherence to local labor laws in each locality, reduce the administrative burden on GS/OAS administrative personnel, and ensure strong internal controls in implementing payroll processes.

14. What are you looking for in an outsourced payroll service? A basic service of only calculations, a complete payroll service (calculations, third party hirings, pay slips, bank layout,) or some other processes. Which?

R/ The GS/OAS seeks an HR Firm partner to provide a complete payroll service that fully adheres to all local labor laws and prevailing local practice.

15. What is the expected starting date?

R/ As soon as possible, but please advise if you were selected as the HR Firm partner, how long you would need to be ready to begin?

Proposal Option 2- Outsourcing Services. In this [scenario], [the] service provider is the employer of the persons and OAS is the client.

16. It's our understanding that the required service is Personnel Outsourcing (Payroll and employer) in this option proposal

R/ Please rephrase question. In Option 1 [Service A], the OAS is the Employer of Record, and the HR Firm partner is the entity that conducts the onboarding and processes payroll. In Option 2 [Service B: HR Firm Outsourcing Service Model], the HR Firm becomes the Employer of Record, and the OAS is a client, thereby the HR Firm offers all the same services as in Option 1 but is also the legal entity employing the individuals.

17. Are the personnel hired for a temporary or indefinite project?

R/ Either or both.

18. How are the personnel distributed; what is the payment periodicity? (Weekly, bi-weekly, every 15 days, monthly, etc.) And what is the estimated gross payroll?

R/We do not currently have any OAS/Hub hires but hope to begin in Costa Rica and Panama with less than five hires. Once we have a successful initial implementation, we plan to expand the number of local employees in both locations and begin hiring in the Dominican Republic. Payroll payment periodicity will depend on local labor laws and/or prevailing local practice. We cannot provide information on estimated gross payroll value at this time, but once we have fully implemented in each location, we expect to expand to several dozen local employees within the first year or two.

Location Country	City / State	Number of employees	Payment periodicity	Estimated gross payroll value

19. Detail all job positions including number of people per job and their respective benefits

Positions Name	Number of people	Base monthly Salary	Value management Estimated per year
Project Evaluation Specialist (P3 Level)	1	3,764 USD	70,000 USD
Project Officer (P2 Level)	2	2,031 USD	40,000 USD

20. Dates for special payments (please indicate if there will be any advances, or other special events) and on which payment date these will be delivered?

R/ Depends on local labor laws, but none are foreseen on our end. Service provider should propose times that will allow them to pay on time.

21. Will the payment be made through a bank deposit (name bank)? Can we recommend the bank of choice?

R/ Yes, Service Providers may recommend the bank of choice. The GS/OAS can send payments to local banks.

22. How will we manage the data transfer to our payroll team? Do you use specific software to handle your payroll? Please specify

R/ In this Service B scenario, GS/OAS would not be transferring any payroll data to the HR Firm because the HR Firm would be the EOR.

23. Regarding payment for extra hours, how often would they be reported? Will every area report their incidents or is the information centralized? Will your team inform of working hours compliance?

R/ We do not pay professionals overtime, nor do we intend to pay overtime to OAS Hubs hires, unless it is required by local labor laws. It is up to the HR Firm to report to GS/OAS what the prevailing local labor laws indicate regarding overtime. If an OAS/Hubs hire is required by the GS/OAS to work overtime, the first recompense option is to provide compensatory time. Any overtime to be paid monetarily would require prior authorization from the GS/OAS technical area for whom the OAS/Hubs personnel has been hired.

24. Which are your income items (aside from salaries) that you usually consider in your payroll? If there are some, how often would they be handled?

R/ No additional income benefits other than those required by prevailing local laws and practices are anticipated for OAS/Hub hires. It is up to the HR Firm partner to determine the best practice for incorporating these.

25. Will you require payments to fixed funds, or travel expenses, gasoline, depreciation, parking, etc.?

R/ The GS/OAS does not anticipate making routine reimbursements for travel expenses. Should such reimbursements be necessary, the GS/OAS might provide them directly or via the HR Firm partner. In Scenario A where GS/OAS is the EOR, travel expenses would need to be reimbursed to the OAS/Hub hire as a direct payment so, yes, this could be an additional payment to process. In Scenario B, where the HR Firm is the EOR, it is up to the HR Firm to determine how to process that payment and invoice the GS/OAS.

26. How frequently do you require the payment of such funds and how would they be paid?

R/ See answer to 25 above. The GS/OAS does not anticipate making such payments on a routine basis. Rather, such reimbursements would be based on specific, intermittent authorizations. Depending on the HR Firm partner's capabilities, such payments could be made via the HR Firm, or directly by the GS/OAS.

27. Do you require employees to present invoices with tax receipt to cancel such funds?

R/ It depends. For GS/OAS staff, travel fare is paid directly to the Travel Management Company, and the GS/OAS pays terminal expenses and per diem directly to the workforce member upon presentation of relevant receipts/documentation. In the case of OAS/Hub local employees, the answer would depend on the Service model applied. If GS/OAS is EOR (Service A), any travel related expenses would be managed directly with the GS/OAS unit supervising that OAS/Hub hire. Depending on the HR Firm partner's capabilities, such payments could be made via the HR Firm, or directly by the GS/OAS. If the HR Firm is EOR (Service B), the HR Firm would handle all costs and invoice the GS/OAS accordingly.

28. Will there be needed to pay loans that employees sustain with third parties (banks, credit institutions, etc.)

R/ The GS/OAS does not envision such payment unless such payment processing is required under local law. If such payments are not legally required but are common under prevailing local practice, the HR Firm should advise the GS/OAS on this option.

29. Will we manage any savings fund for employees or something similar?

R/ The GS/OAS does not envision such payments unless required under local law. If such payments are not legally required but are common under prevailing local practice, the HR Firm should advise the GS/OAS on this option.

30. What kind of reports will you require?

R/ GS/OAS would require an expense report for each separate cost center identified, available per pay period, cumulatively within each year, and annually. This would be subject to negotiation based on the HR Firm partner's automated systems.

31. How do you usually distribute the payment receipts to your employees? When do you send them? Can they be sent electronically to every employee?

R/ The GS/OAS requests the HR Firm partner send payroll receipts directly to individual local employees via email as payments are made.

32. If employees wear uniforms, ID badges, safety equipment or others, or are required to undergo medical exams,, is it expected for our company to provide them, or would we just handle the distribution?

R/ Not applicable. If ID badges are required to enter a GS/OAS facility, the GS/OAS will provide them directly.

33. What are the working schedules and working days? Are there any shifts and what would they be? Is there a night shift? Would transportation and food be provided or any other kind of benefit?

R/ OAS Hubs personnel will work primarily in a remote capacity. In either scenario (Service A or B) OAS Hubs personnel would adhere to GS/OAS internal regulations as well as local labor laws. Typically, GS/OAS personnel work 5 days per week from 0900 to 1730, but variations are possible as agreed upon by the supervisor and employee. The calendar will also depend on local labor law and could be modified based on prevailing local practice. We do not anticipate any shift work or supplemental payments for such work.

The GS/OAS does not anticipate paying any transportation or food allowance unless required by local law. If such payments are not legally required but are common under prevailing local practice, the HR Firm should advise the GS/OAS on this option. The GS/OAS will likely provide a stipend to facilitate telework, and this would be included in the payroll, payable each pay period.

34. Will you be the operation (day to day) supervisors of all personnel?

R/ Yes, hiring areas (OAS Secretariats) will directly supervise and manage local employees.

35. How do you expect to handle the severance for your employees?

R/ Question number 10 addresses payment of severance under Scenario A (OAS as EOR). If the HR Firm partner is the EOR, we expect severance to be paid in accordance with governing local labor laws and processed through the HR Firm. Our preference is for the HR Firm to include a pro-rated amount in each invoice to cover this expense and set aside those payments until termination occurs and payment to the individual is required. At the end of employment, the firm should provide a reconciliation of amount accrued versus payments made for severance. Records should be open for audit by GS/OAS or its designated audit representatives.

36. Do you need us to provide any rotation replacement and/or substitution?

R/ If the HR Firm partner is the EOR, then we expect service continuity. However, we will allow absences related to legally allowable leave (sick leave, annual leave/vacation, local holidays), in coordination with the GS/OAS supervising area. We do not expect any requirements for short-term substitutions as GS/OAS local staff will be working remotely and not responsible for physically manning equipment, guarding or opening/closing facilities, etc.

37. Do you require us to provide personnel coverage due to medical absence or programmed personnel absences?

R/ Refer to answer for 36.

38. Where is the service located?

R/ Personnel will mainly telework, and if needed would be located at an OAS National office, which would be in the capital city of each country.

39. Are we going to handle new personnel, or will the employer provide the substitution?

R/ If an existing OAS Hub hire resigns or otherwise becomes permanently unavailable, the GS/OAS anticipates that the GS/OAS organizational area would replace that individual.

40. What kind of profiles will you require for the Recruitment service?

R/ This varies by GS/OAS supervising area. The profiles can be either administrative or professional. If the GS/OAS requests recruiting services, the GS/OAS will provide the HR Firm with a job description to assist in the recruitment of an eligible candidate. The GS/OAS would typically conduct job interviews and notify the HR Firm of the hiring decision. In some cases, the GS/OAS will simply notify the HR Firm of the person to hire.

41. What is the expected startup date?

R/ As soon as possible. If chosen as the HR Firm partner for GS/OAS, please indicate how long your company will require to be ready to begin.

42. Aside from the personnel administration services, do you require another service?

R/ No additional services are required, beyond payroll and personnel management. Bidders are free to include and price out additional services in their proposal, as mentioned in the TORs of the RFP.

43. Do you prefer to pay us the amount of salary in advance, or do we need to consider financing?

R/ The GS/OAS will fully finance, in advance, all payroll payments. Payment dates can be arranged to meet deadlines and schedules and the GS/OAS invites service providers to propose best practices.

Questions related to the BID process

44. The technical proposal needs a specific format of presentation. Are we required to answer every point of the bid in the questionnaire?

R/You may respond to the RFP to the best of your ability. However, please note that the OAS Procurement tool has some mandatory documents that must be provided by the bidder. Failure to do so may disqualify your proposal.

45. In the point 5.1.2 c. specifically, what, or how do you need our explanation about a possible partner firm in some country?

R/ If your firm does not currently operate in country X, and that is one of the countries in which the GS/OAS would like to expand the OAS Service Hub program, you are to indicate whether you have a partner in country X with whom you have an established association. In other words, do you have an existing partner that could provide services under your contract? You would need to provide proof of the association/partnership between your firm and the other firm. You do not need to operate in all the Service Hub locations, so long as you operate in at least one country, we invite your bid.

46. In the point 5.1.3 a. specifically, do you need a profile of a point of contact of the account, or do you need a specific resume and name of possible candidates to manage the account? Do you need a specific and exclusive person in charge of the account? Will this person be covered by the provider, or by the OAS?

R/ The resume/name is of the main account manager/main liaison assigned by the Service Provider to the OAS who will serve as the contact point for the account. The number of people is up to the service provider, the OAS requires at least one person who is English-Spanish proficient. This is a member of your company, not paid by the OAS.

ANNEX A

47. Purpose of Required Service for OAS Service Hubs. Paragraph 3: The HR Firm/Service Provider should also include a payroll platform. This platform should preferably be a web-based application where the HR Firm/Service Provider, GS/OAS, and project managers will plan, coordinate, and track all the payroll-related activities and data. It should include a module/mobile app to track payroll, leave, etc. of hired talent i.e., OAS/Hubs Local Personnel- Regarding this access: What type of access is required? How in depth should the access be? What management do you need above the payroll system and payroll process?

R/ The type and level of access of the GS/OAS is to be determined by the Service Provider, according to the platform's functionalities. As mentioned in ANNEX A, ideally the platform can track the payroll management process in addition to including a module/app that allows local personnel to request leaves of absence, vacations, as well as information regarding their individual payroll. The GS/OAS strongly prefers to have direct access to the system via the internet.

48. 3.1.1 Services to be provided by the HR Firm/Service Provider- c) Reporting and Payroll System: The HR Firm/Service Provider's software should allow the GS/OAS to establish a single organizational account, but also has the option to create sub-accounts. Question: Are these sub accounts referred to as Cost Centers in the payroll or as different payrolls per department?

R/ These subaccounts are referred to as Cost Centers and represent different payrolls per hiring OAS Secretariat/department. The GS/OAS is the main account holder, yet the hirings will vary per area, for example, currently the Human Rights Commission anticipates two hirings and the Department of Procurement one.

49. Require a Total Benefits Outsourcing (TBO) or Payroll Administration Service:

R/ Based on the chart presented below, Payroll Administration aligns with what we have presented as Service A Hybrid model where the GS/OAS is the EOR; and TBO our Outsourcing aligns with what we have defined under Service B HR Firm Outsourcing model. We expect all bidders to provide proposals under both models.

Difference Between Payroll Administration and Outsourcing	
Payroll Administration	Outsourcing
1. Administration of the payroll with employee-employer obligations.	1. Payroll administration, employee-employer obligations.
2. Services Provider notifies to client of incidents such as pregnancies, vacations, disabilities, or absences to assess the continuity of the operation and subsequently bill them for related expenses.	2. Services Provider is responsible for the complete management of the personnel, including coverage of absences, pregnancies, incapacities to guarantee the operation and continuity of the service, assuming the related costs.
3. The monthly amount of the invoice varies according to the incidents and the number of people in force in the form	3. The monthly amount is fixed, and a total monthly invoice is presented per project

50. How many days of credit do they handle internally?

R/ Not applicable. The GS/OAS will fully finance, in advance, all payroll payments.

51. Do you have a legal entity in each of the countries (PA, DOM, CR)?

R/ Yes, the GS/OAS has a National Office in all three countries listed above. However, we do not have a legal entity in all 35 member states, and as our hope is to eventually have a service hub capability in as many member states as possible, for those countries in which we do not have a legal entity, we would like the HR Firm to propose services under the Service B model.

52. Do you have Job Descriptions /Volume of spend/ Headcount per country?

R/ Yes, the OAS has and will provide job descriptions for the local personnel. The current anticipated initial headcount per country is 1 for Costa Rica and 2 for Panama; hirings will range between USD 40,000-70,000 per year including benefits. It is foreseeable that the hirings per country will be at least 5 per country in the next 6 months. The GS/OAS anticipates steady hiring growth in the coming years.

53. 3.1.1 Services to be provided by the HR Firm/Service Provider- d) Automated Personnel Management System: HR Firm/ Service Provider offers software applications to manage personnel, i.e., vacations, attendance, sick leave. Question: Do you need us to provide **biometrical assistance on OAS premises or you do need a system to track attendance?**

R/ No biometrical assistance is needed.

As mentioned in ANNEX A, paragraph 3; ideally the Service Provider has a platform to track and inform each OAS authorized user on the payroll management process in addition to a module/app that allows local personnel to request leaves of absence, vacations, as well as information regarding their individual payroll. Because the work is intended to be completely or primarily remote, no physical access tracking is required.