SALEM STATE UNIVERSITY

INVITATION TO BID
THIS IS NOT AN
ORDER

1. The university is an agency of the Commonwealth of Massachusetts and is exempt from any State tax or Federal excise tax.
2. Unless otherwise stated, the unit price shall be the net price. Separate unit and total prices must be shown if applicable.
3. Unless otherwise stated, all quoted prices shall be FOB university address inside delivery.
4. Responses must be received on or before **Monday, November 21st 2016 by 3:00 p.m. in the Purchasing Department, Salem State University, Administration Building, 2ND Floor, 352 Lafayette Street, Salem, MA 01970-5353.**
5. Electronic submission is preferred to **ewilson@salemstate.edu**
6. Salem State University reserves the right to waive informalities and to reject any and all bids; or to accept the bid deemed best for the Commonwealth.
7. For additional information:
   Evelyn Wilson, Director of Purchasing & Vendor Relations
   Salem, MA 01970
   Phone: 978-542-7321 Email: ewilson@salemstate.edu
8. Responses must be submitted to:
   Evelyn Wilson, C.P.M., Director of Purchasing
   Salem State University, 352 Lafayette Street, Administration Building, 2nd Floor, Salem MA 01970
   Phone: 978-542-7321 Email: ewilson@salemstate.edu
9. Reference: **RFP 2017-05 Human Capital Management System for Human Resources**

SPECIFICATIONS	UNIT PRICE	TOTAL PRICE
See Attached Specifications		

EQUAL OPPORTUNITY

The contractor agrees not to discriminate against any employee or applicant for employment because of race, sex, color, religious creed, national origin, and/or ancestry. The contractor agrees to post in conspicuous places notices to be provided by the Massachusetts Commission Against Discrimination with respect to the Fair Employment Practice laws of the Commonwealth which are herein made of this contract reference.+

Vendor Information

COMPANY

ADDRESS

CITY STATE ZIP

TELEPHONE

AUTHORIZED SIGNATURE

NAME TITLE

FEDERAL EMPLOYER'S ID CODE 9DIGITs

Salem State University’s Human Capital Management System

1. PROJECT OVERVIEW

The purpose of this document is to provide interested vendors with information to enable them to prepare and submit proposals to assist Salem State University (Salem State or the university) with the selection and implementation of a new university Human Capital Management System. (HCMS) It should be noted that some vendors may recognize the needs of our position management component as part of a human resources information system (HRIS).

Salem State University recognizes that a new, integrated HCMS is necessary to meet the needs of the university’s goals and objectives as well as having meaningful interactions with its constituencies. It should be one of the primary resources used to guide the university in making informed human capital decisions and investments as well as recruiting, onboarding, maintaining and tracking of talent. The Human Resources and Equal Opportunity department (HREO) in its current state uses a variety of applications and paper processes to accomplish daily transactions.

As part of the strategic goals for 2013-2017, incorporating the goal of “positioning the University to meet the challenges and opportunities of the future” will be a great part of our focus. This proposal will better serve the university customers including students, faculty, staff and administrators. At the same time, this proposal aims to build more efficient and streamlined processes that will propel the University to move forward and highlight customer service and professional development as top priorities.

Current standing of business processes is antiquated, positioning the university in a high-risk status in the areas of risk management and compliance. Alignment with the strategic goals includes "implementing technology-based processes to achieve compliance with applicable regulations and to reduce operational risk". Frequent movement among new and departing employees creates a need for position control and management and is desired as part of the 2013-2017 Strategic Plan. HREO must have the ability to track employee actions, support scheduled and ad-hoc upload of spreadsheet entries, and maintain employee record changes through entries to the state hiring system, Human Resources Compensation Management System (HR/CMS). Our current reporting system is limited to the data required by Commonwealth standards; at the same time it does not capture a true representation of the actual, local transactions. The consequences of this include misinterpretation or omission of data. We are constrained and bound to using HR/CMS and while we need this system to hire and compensate our employees, we will also need HR/CMS to speak to an HCM so that all data is observed and consolidated in one system. At this time, this information is a one-way pathway where we can extract the data but cannot perform the reverse.

In addition to limited reporting tools, HR has adopted many legacy processes over time that need to be modernized to meet the changing needs of the employees and in turn, the university.

Other HCM essentials include:
1. Position Management
2. Reporting
3. Recruiting
4. Onboarding/Offboarding
5. Performance Evaluations
6. Learning Management
7. Compensation
8. Organization
9. Miscellaneous

System Prioritization:
1. Integrations
2. Security/ Information Technology
3. Architecture

ABOUT SALEM STATE UNIVERSITY

Salem State University is one of the largest state universities in the Commonwealth of Massachusetts and is an important partner in the academic, economic, cultural, and intellectual vitality of the greater north-of-Boston region. Salem State offers students a liberal arts education centered on the critical thinking and communication skills that make them career ready and prepared for life and work in a global environment upon graduation.

Situated in the historic seacoast town of Salem, Massachusetts, just 15 miles north of Boston, on more than 115 acres and five campuses, Salem State provides a diverse community of 9,300 students a high quality, student-centered education—one that prepares them to contribute responsibly and creatively to a global society. The university has active academic partnerships with colleges and universities throughout the world, including China, Japan, the Middle East, and Latin America. Our students hail from 66 countries and 29 states. Salem State also has the most diverse undergraduate student population when compared to our other sister state universities.

Salem State is the largest academic institution in the region and as a premier public university, has among the highest number of academic accreditations among our sister institutions. The university provides 30 undergraduate degree programs in the liberal arts, human services and business, along with graduate programs in 11 disciplines. These programs include education, science, business, criminal justice, and nursing, among others. The university also has a vibrant continuing and professional studies division that offers both credit and non-credit programs.

The university's low student/faculty ratio of fifteen (15) to one (1) provides both undergraduates and graduate students the opportunity to learn in a highly personal and collaborative environment with professors who actively publish and conduct research. With an average of 21 students per undergraduate class, this partnership is supported by low class sizes. Salem State University boasts 11 recent recipients of prestigious Fulbright fellowships, leading *The Chronicle of Education* (2012) to cite it as one of the top Fulbright institutions in the nation among master's degree granting institutions.

Students enjoy a rich and varied on-campus life that allows them to choose from over 65 groups and organizations, 17 varsity teams, intramural sports, and hundreds of student activities throughout the year. Salem State has a nationally recognized residence life program, and with the recent construction of two LEED certified contemporary residence halls, in addition to other campus housing, it is well on its way to achieving a 50 percent residential campus. Viking Hall, a four-story residence for sophomore and junior students, opened in the fall of 2015. The recent construction of the Frederick E. Berry Library and Learning Commons and the Harold E. and Marilyn J. Gassett Fitness and Recreation Center have provided students with still more academic, learning support services, athletic, and recreational opportunities. Salem State's community members are involved in the region—students, alumni, faculty, and staff give countless hours to area nonprofits each year. Community service infuses many aspects of campus life.

2. DESCRIPTION OF CURRENT HR PROCESSES AND SYSTEMS

Position Management and Control

Position management and control is a system of tracking information based on positions rather than employees. This type of system allows for a framework of positions whether or not there is an incumbent in a specific job. A position management and control system ensures all of the university's existing positions are budgeted and all new hires are placed in approved positions by tracking actual staffing levels and costs over time. Position control impacts each employee's full time equivalent (FTE) status, which determines the employee's weekly hours and benefits eligibility. Since the university tracks labor costs at a granular level and budget by position, it would be ideal to have a position control system that would track labor costs by how each position is funded, track the incumbent's history, FTE distribution, termination, and other critical components. This would help each area, program, and department manage their budget at a high level of detail. This would also allow for all vacancies to be tracked and for salary budgets to be planned and forecasted more accurately, including payouts in the instance of retirement. In the long run, this type of workforce planning and forecasting would prevent excess hiring, and as a result, budget deficiencies.

Currently, when a new position is approved through the iCIMS requisition approval process, a position is created and coded in the Commonwealth hiring system, HR/CMS. A unique position number is assigned by the system, which is then copied manually and entered in the iCIMS recruiting and applicant tracking system. Employees placed in specific positions inherit the attributes of the position, such as funding information (appropriation, account, fund, department, program, and project or grant) and credential requirements. When vacant positions are filled, the original existing position number created for such positions is utilized to ensure continuity and control.

The university hopes to find a unified system that could handle budgeting at the position level, allow for a one-to-one relationship between positions and employees, and easy tracking of funding over time. Please note that Salem State has a variety of employee types, multiple unions, multiple leave categories, multiple employment actions and funding sources that the proposed system will need to track. Furthermore, with a master roster of budgeted positions, HR desires a system that does not require approval each time turnover within a budgeted position occurs. This new system should help by increasing visibility, decreasing unexpected costs and maximizing efficiencies by eliminating the double entry process.

Organizational Chart

The organizational chart is a graphical representation of the position framework as described in the above section, position management and control. When viewing the org chart, one should be able to view the status of every position within the university.

Our current organizational chart process is manual and paper-driven. Executive assistants to each area vice president submit organizational charts to human resources for review. HR would then update and maintain such org charts twice a year – by August 1 and March 31. Once completed, the org charts are saved in a folder shared with the executive assistants for their future reference. Going forward, the final version of the org charts will also be posted in the Polaris system (an intranet for staff, faculty and administrators) under the HR area.

The university hopes to find a unified human capital management system that has the capability of displaying a visual representation of the university's position framework. Each manager and area head should have access to a dashboard containing their local org chart representing the positions directly reporting to them. Having the organizational charts in a system would eliminate the need to send individual chart files to those who frequently request this information, particularly departmental manager and area vice presidents, along with active committees and workgroups.

Reporting and Workforce Analytics

One of HREO's weak areas is reporting and analytics. HRIS data is readily available from the Commonwealth Information Warehouse (CIW) through the

Microsoft Access reporting tool as well as other tracking spreadsheets. However, the university struggles to assemble analytics information useful to key decision-makers pertaining to budget and talent trends. Management does not have insight into internal business trends, which could be useful in anticipating how changes are likely to influence the talent picture.

The university hopes to find a unified HCM system with robust reporting capable of integration with an external HRIS database. The system should have data readily available to core users as well as the president, area vice presidents and departmental managers in the form of a dashboard and canned reports containing key information regarding their talent trends. Such reports should utilize real-time data obtained from both the HRIS and HCM systems.

Recruiting and Applicant Tracking Current Process

Hiring Manager (HM) completes job template within iCIMS, indicating whether position is new or a replacement. The following fields are required:

1. Title (Functional)
2. Job Category
3. Position Type
4. New/Replacement (If Replacement, list who is being replaced)
5. Justification of position
6. Name of Hiring Manager
7. Name of Committee Chair
8. Department
9. Suggested minimum/max salary
10. General Statement of Duties and Work Schedule
11. Duties and Responsibilities
12. Required and Preferred Qualifications

For classified positions:

13. Minimum Entrance Requirements
14. Licenses/Certifications required

For Internal Use Only:

15. Chartfield
16. Advertising sources

Following fields are optional:

1. Title (State)
2. FLSA status
3. Targeted start date
4. End date (if applicable)
5. Pay Grade (classified positions only)
6. Bargaining unit
7. Names of Search Committee Members

For Internal Use Only:

8. Name of direct report
9. Advertising sources

After all fields are entered, HM routes the request for approval by using a prepopulated approval list depending on department/area. The approval list requires approval from VP/Area Head, Human Resources (class and comp analysis), Budget and finally back to Human Resources. Once it reaches Human Resources for the second time, HR reviews all contents of the position and works with HM, outside the system to ensure information is accurate and meets all compliance, marketing and union regulations. HR utilizes a checklist to ensure all information is accurate.

Jobs are posted on standard venues using job target, individual sites and social media. The standard venues include HERC, Higher Ed Jobs, Ability Links, National Veterans Foundation and Commonwealth Employment Opportunities. Positions are also shared on LinkedIn personal accounts, university page and Alumni and Career Services groups. Additional advertising requests are priced out by HR and approved by hiring managers, if budget exists. Approved advertising requests are charged back to the department.

HR sets up charge meeting with HM and Search Committee (SC) while candidates apply to position. After charge meeting occurs, resume review process begins. Committee chair (CC) or HM recommends candidates for interview and requests first pool review from HR. Pool review consists of a new report run through iCIMS which identifies all diverse applicants. Resumes are reviewed by HR for all those individuals to make sure no diverse applicants who meet the required qualifications have been left out from the recommended candidates moving forward. Once HR approves the recommended candidates, HM/SC conducts interviews. Statuses and disposition reasons are updated within iCIMS. Candidates for second round interviews are identified and recommended to HR. Second pool review is conducted. If approved, HM/SC conduct second round interviews. Three candidates are recommended forward or a selected candidate is chosen. Statuses and disposition reasons are updated for those who are not moving forward in iCIMS. HM requests final EEO/BU report as well as pool summary report from HR by email. HR sends reports along with a job aid on how to complete diversity justification memo/route job offer approval.

Diversity justification memo is a template created by HR and used as an iform within iCIMS and serves as historical document of the search. Job offer approval is conducted by HM selecting a prepopulated list. Approvals include Dean/Department Head, VP/Area Head, HR, Budget and for faculty/librarian positions Academic Affairs. HR approvals occur at two stages of the job offer approval process. First to approve the diversity justification memo and then to provide conditional offer authorization to hiring manager. Hiring manager makes offer to candidate and if the candidate accepts, HM contacts HR and includes offer details within iCIMS. The offer details consist of the following:

1. Offer Amount (for classified positions salary chart is used)
2. Start Date
3. Potential Relocation expenses
4. Chartfield information
5. For classified positions schedule is listed

HR begins onboarding of selected candidate.

Notes regarding collective bargaining agreements:
1. For classified positions, there are job specs that need to be identified and added to posting along with the required fields. Those include any minimum entrance requirements
2. There are minimum posting requirements for APA and Classified positions.
3. For classified positions, weekly salaries are determined by salary chart posted from the union.

The university hopes to find a unified system that would have the following features:
1. Reporting dashboard that is less time consuming. Currently, our reports require much clean up prior to distribution. Also we would like a dashboard that is far less complicated than our current one.
2. Many of our users only utilize the system once or twice/year. We need a system that is far easier for the occasional user to manage.
3. Currently our system requires much customization. For example, we would like one page where all data can exist for a posting instead of having to create customized tabs for internal use only. We need a system that knows which data will be pulled for posting and which data is for HR use only.
4. Currently all our job specs for classified positions are stored outside the system. We would like them to be stored within our system and be prepopulated depending upon the job code.
5. Quick training solutions for the occasional user. Currently HR creates job aids outside the system to assist the user.
6. We need more licenses for our users as our university continues to grow.
7. Currently all hiring managers can see each job an applicant has applied for. This can inadvertently cause bias. We need a system where an applicant can apply to a number of positions and the hiring manager can only see the position for which the applicant is applying.
8. Currently there is only one application process. We need a system what has at least three separate processes dependent upon which position type the applicant is applying to.
9. We need a system that has a separate request to fill area.
10. Job approvals for users is too cumbersome. Often users are confused on how to launch an approval request. We would like a system that can launch the approval for the user after the user has created a job and submitted for posting.
11. We currently use job target to post on job boards. Often jobs are not posted in a timely fashion which causes delays in the recruitment process.
12. Job scraping needs to be set up.
13. When a position is closed, we would like the capability of allowing the applicant access to the job description.

Onboarding

The onboarding coordinator (OC) contacts new hire (NH) via phone to explain the onboarding process as well as adds new hire to Excel tracking spreadsheet. The spreadsheet is used as a checklist for the OC as well notification to other HR staff of new upcoming hires.

OC asks the NH to come in to complete CORI Acknowledgement Form and I-9 form. In addition, OC enters name and email of NH into HireRight for background check process and HireRight sends email to NH requesting action. After consent of background check, the check is run. OC also enters information for CORI form into DCJIS website for the CORI report to be generated as well. While OC awaits the results of both checks, OC performs the following tasks outside the applicant tracking system:

A. Drafts offer letter using word. Prints offer letter, stamps signature of AVP, scans to email and sends to NH along with information explaining benefits.
B. Contacts IT via email. Gives them the name, title, department, date of hire, and supervisor name. IT has supervisor complete a questionnaire requesting which access/equipment the new hire needs.
C. Once HireRight notifies OC of a completed background check, OC logs into HireRight and reviews report as well as CORI through the DCJIS system. If both are satisfactory, OC calls NH and explains the next step in process.

The following occurs inside the iCIMS applicant tracking system:

A. OC changes NH's status in iCIMS to "sent to onboarding." System asks OC to indicate which union affiliation the new hire belongs to. This indicates to the system which email template to send to new hire. OC is asked to select which "tasks" the NH should complete within the iCIMS onboarding portal. These tasks include policies and forms needed to complete NH.
B. Once selected, NH is sent an email welcoming them to the university and requesting action on tasks.

The following happens outside applicant tracking system:

A. OC notifies supervisor of status and asks them to add NH to EMS. EMS is our employment management system. It is a local system created by the IT department and does not speak to iCIMS. When a request is added to EMS and ultimately approved by HR, access to university resources is given. Supervisor will add NH to EMS which requests the following:
   1. Position Type
   2. Name
   3. Work Week (FT or PT)
   4. Title (State and Functional)
   5. Department
   6. Supervisor
   7. Office Location
   8. Do any employees report to employee Y or N

   Once the supervisor enters information and submits, an approval request sits in queue for the OC to approve.

B. Once NH has completed onboarding documents within the onboarding portal, OC must log into HRCMS. HRCMS is our state compensation system. OC enters BIO/DEMO data into HRCMS derived from the NH's personal data form. After entry, HRCMS generates an employee ID number for NH. OC will then log into EMS, add employee ID number and approve request.
C. OC creates an employee FAQ sheet and sends to NH via email. The FAQ sheet notifies NH of their employee ID, Salem state email and user name for internal accounts. It is also a "how to" which includes information such as, "how to sign up for parking" "how to sign into log into intranet" "how to sign up for benefits" etc.
D. OC creates a hiring memo using a writable pdf and utilizes OnBase. The hiring memo and OnBase form notifies other HR affiliates and payroll of NH.
E. OC creates job description for NH using a word document. Job description is sent to supervisor.
F. OC will log into iCIMS and retrieve all onboarding forms. The forms are then scanned into OnBase. The NH may begin working once all necessary documents have been completed.

Given the AFSCME collective bargaining agreement, the classified salary chart must be consulted to ensure proper weekly salary is included in offer letter and hiring memo.

The university hopes to find a unified system that is capable of the following:

1. In order for the Onboarding process to run smoothly, it requires the action of different systems and other individuals. The fewer the amount of manual entries within systems the better. It would be ideal to process background check requests through the same system.

2. An automated notification needs to be sent to other individuals of the new hire. The system should produce an automated notification to IT, HR affiliates and supervisor of the action needed to be taken on their part.

3. Job descriptions and offer letters should be generated through the system, requiring e-signature from the employee and new hire, respectively.

4. Integration with the OnBase system to automate the import of onboarding documents directly from the HCM system.

Offboarding

The offboarding process was adopted this past year. Prior to this practice, there was no formal process in place. The offboarding course follows the following pattern:

- Employee submits a resignation letter
- HR sends a confirmation email to the employee that includes some attachments: an exit interview word document, an exit checklist, final offboarding procedures and an unemployment fact sheet
- HR sends a notification to the immediate supervisor

- HR updates a tracking spreadsheet to check off that the above tasks have been completed
- HR enters an effective end date in the home-grown Employee Management System (EMS) to end system access and resources on the employees last day of work
- HR collects university assets from departing employees and collaborates with IT, Finance, the ClipperCard office, and Facilities for retrieval of assets that are centrally collected in HR.

A new system would give HR an opportunity to streamline this process and provide automated notifications and track the entire process on a dashboard for HR. An automated mechanism is necessary to track in-person exit interviews if employees elect to meet with HR. An automated method to receive feedback, such as a survey exit interview form, is necessary to collect the data for reporting purposes. An internal tracking system would reduce risk and an opportunity for asset recovery by maintaining inventory. This will not only provide HR with a tool but the other stakeholders (The Clipper Card Office, Purchasing, Facilities, ITS, Telecom and University Police).

Performance Evaluations

The performance evaluations are completed on an annualized basis for our APA employees, Non-Unit Professional (NUP) employees and our clerical/classified AFSCME/Non-Unit Classified (NUC) employees.

NUP Performance Evaluations

NUP evaluations are distributed in June with a return date of July 31st. Human Resources pulls an employee report by NUP union code that includes employee last name, first name, title, department, full/part-time status, supervisor's last name, first name, title, and department. We then post a webpage in the employee portal, Polaris that includes the evaluation template. In addition to the webpage, HR manually exports all job descriptions out of the OnBase system for all employees listed on the NUP report and saves them on a shared drive folder grouped by supervisor. HR sends individual emails to each supervisor with the job descriptions for each NUP direct report and the Polaris web link. Once the supervisor and employee have met to complete the evaluation, all evaluation materials are sent to the chief administrative officer (CAO) for review. The chief administrative officer is the supervisor of the supervisor. In the case of this employee population, the CAO may be the president. The CAO has the opportunity to review, sign and make comments on the review, if they so choose. Evaluations that receive comments are sent back to the employee being reviewed for final review and the evaluation is then submitted to HR. If no comments are made by the CAO, the evaluation can be sent directly to HR.

In more cases than not, supervisors submit these performance evaluations past due. HR sends a weekly email to executive leadership with a report of outstanding evaluations to prompt the executive team's attention. All incoming evaluations are date-stamped at the front desk upon receipt. HR logs the evaluation via Excel spreadsheet. HR reviews the evaluation and confirms that they have received all evaluation elements (all signatures present, a performance evaluation summary, an optional self-evaluation, an old and new job description, if being updated). The evaluation content is reviewed for discipline, low-ratings, mention of promotion/salary increases and/or professional development needs. HR updates any comments of this nature in the spreadsheet. Marked up job descriptions are submitted to the HR to edit the job description and to return to the employee and supervisor for signature. All documents are scanned by the HR employee assigned to intake and then HR files all paper evaluations and job descriptions in our Iron Mountain cabinet where it is collected to be sent for archiving at an offsite storage facility.

We aspire to have a notification system that sends out an email notice to supervisors and employees when it is time to administer the performance evaluations. Ideally, the system would lend flexibility to maintain a performance evaluation year-round as a working document. The performance evaluation would be completed through a workflow in the HCM system where supervisors can save a draft until they are ready to submit the final version for employees' review. The employees should also receive notification to complete a self-evaluation, if they so choose. We anticipate that job descriptions will be available to employees in real-time, but they should also receive a notice to review their job descriptions and sign off prior to submitting their evaluation. They should be able to submit both documents to their supervisor once completed. The employee would then get a notification that their evaluation is complete. Supervisors would be prompted to set-up an in-person evaluation conference. The supervisor and employee would have to e-sign the completed evaluation acknowledging that they have met to review the evaluation. Employees and supervisors would need a method to upload additional documents such as their comments or certifications that may have been received over the evaluation period of July 1 through June 30 of the following year.

APA Performance Evaluations

APA performance evaluations are distributed annually. The administrator evaluation schedule is determined by Appendix I of the APA union contract. The schedule is generally released in January with all materials due to HR in the beginning of April. The APA evaluation process follows the same workflow as described above in the NUP performance evaluation section. The evaluation template is contractual and not subject to change. It may be reviewed during the collective bargaining negotiations.

Unlike NUP evaluations, all APA performance evaluations are completed by employee and supervisor, sent to the CAO for review and comment, then sent back to the employee being reviewed for final signature. Once the employee signs, the final evaluation is sent to HR for review.

AFSCME/NUC Performance Evaluations

AFSCME performance evaluations are distributed at different periods depending on the employee's status:

- Annually prior to each employee's anniversary date
- Six-month provisional (for new hires)
- Three-month provisional (for new hires)
- Three month trial (for lateral moves)

The evaluation template is contractual and not subject to change. It may be reviewed during the collective bargaining negotiations. AFSCME performance evaluations are completed by the employee's supervisor with input from the chief administrative officer, and provided to the employee during the performance review meeting. Once all the parties have reviewed and signed, the evaluation should be forwarded to HR for review and inclusion to the employee's personnel file.

Job Descriptions

Job descriptions are either created or edited during different stages of an employee's employment cycle.

New or Replacement Position

After a new or replacement position has VP, Budget and HR approval (approvals are done through applicant tracking system), a position is posted and candidates apply. After recruitment and a position has been offered and accepted by a candidate, a job description is created for the new employee. The following information is collected from the internal and external details of the position to create the job description

For Administrators

1. Name of candidate
2. Appropriation
3. Position #
4. Approved salary
5. General Statement of Duties and Responsibilities
6. Name of Supervisor
7. Names of any incumbents
8. Detailed Statement of Duties and Responsibilities
9. Required Qualifications

For Classified Staff

1. Name of candidate
2. Appropriation
3. Position #
4. Approved salary
5. General Statement of Duties and Responsibilities
6. Name of Supervisor
7. Names of any incumbents
8. Detailed Statement of Duties and Responsibilities
9. Required Qualifications
10. Qualifications Acquired on the Job

11. Minimum Entrance Requirements
12. License or Certifications

A copy is saved to the local HR shared drive and HR updates tracking on an excel spreadsheet. The Job description is sent to the supervisor (by mail) with instructions to review the job description with his/her new employee. Instructions also ask that they retain a copy and send one back to HR with supervisor and new employee signature. When HR receives a signed job description, the job description is scanned and filed into OnBase. HR updates the tracking excel spreadsheet to reflect the date returned.

Revision of job description

1. Maintenance Review and Reallocation

HR reviews request for reallocation or maintenance review. If approved by the Administrative Assistant and Labor Relations Director, it is sent to HR. HR then edits the old job description using the updated version received. HR makes sure job description is in proper format (form 30). A copy is saved to the local HR shared drive and updates the tracking on an excel spreadsheet. The Job description is sent to the supervisor (by mail) with instructions to review the job description with his/her new employee. Instructions also ask that they retain a copy and send one back to HR with supervisor and new employee signature. When HR receives the signed job description, the job description is scanned and filed into OnBase. HR updates the tracking excel spreadsheet to reflect the date returned.

2. Reclassification, Promotion, Equity Adjustment or Title Change

The Assistant Vice President reviews the request using the personnel action form and proposed job description changes. If approved, it is sent to HR. HR edits the old job description using the updated version received. HR makes sure the job description is in the proper format (form 30). A copy is saved to the local HR shared drive and HR updates tracking on the excel spreadsheet. The Job description is sent to the supervisor (by mail) with instructions to review the job description with his/her new employee. Instructions also ask that they retain a copy and send one back to HR with the supervisor and the new employee's signature. When HR receives the signed job description, the job description is scanned and filed into OnBase. HR updates the tracking excel spreadsheet to reflect the date returned.

3. Supervisor Change or Reorganization

After the area VP has approved the changes, the Assistant Vice President of HR reviews the request using the personnel action form and proposed job description changes. If approved, it is sent to HR. HR edits the old job description using the updated version received. HR makes sure job description is in proper format (form 30). A copy is saved to the local HR shared drive and HR updates tracking on the excel spreadsheet. The job description is sent to the supervisor (by mail) with instructions to review the job description with his/her new employee. Instructions also ask that they retain a copy and send one back to HR with supervisor and new employee signature. When HR receives the signed job description, the job description is scanned and filed into OnBase. HR updates the tracking excel spreadsheet to reflect the date returned.

4. Performance Evaluation

The Performance Evaluation is reviewed by an employee in HR assigned to intake. Any job descriptions attached to evaluation are sent to HR. HR checks to see if edits have been made to job description. If so, he reviews edits. If edits are approved, HR edits the old job description using the updated version received. HR makes sure the job description is in proper format (form 30). A copy is saved to the local HR shared drive and HR updates the tracking on an excel spreadsheet. The job description is sent to the supervisor (by mail) with instructions to review the job description with his/her new employee. Instructions also ask that the instructor retain a copy and send one back to HR with supervisor and the new employee signature. When HR receives the signed job description, the job description is scanned and filed into OnBase. HR updates the tracking excel spreadsheet to reflect the date returned. All paper documents that were scanned are placed into the Iron Mountain cabinet for paper archiving.

The university hopes to have all the action processed within the system. When hiring a new employee, all the necessary data required for the job description should automatically be pulled through the system and sent through the appropriate approval process within the system through a workflow. The supervisor would be notified via email to review job description and approve. Reminder notifications should be sent whenever action was not taken. Once approved, the new employee would receive notification and the job description would be sent to the new employee for signature. Once employee signature has been obtained, HR would receive notification of the final version and have the ability to upload the signed job description to the employee's personnel file in OnBase.

Similar flow should to occur for all other processes. All approvals would happen within the system and during each step, the ability to send the job description back and forth depending on further inquiries. The system would be able to track the date and time of each action.

Learning Management

The Talent Development (TD) team at Salem State University has created a comprehensive training program for 950 full time employees without a learning management system. (LMS) The majority of current trainings are in-person and the planning and execution process is timely. It is best to break up the current process in 3 categories: Event Logistics, Attendance Tracking, and Analytics. The format is similar for the aspirational features portion and included are additional features we believe should be a part of a LMS package.

Event Logistics

The TD team creates a training schedule for professional development annually. This process includes creating an internal webpage with all the training dates and information for the upcoming academic year. Each new program needs to be added to the event registration system by the ITS department and then the TD team is able to access and update the program information, such as the description, date and location of the training. The TD team books the location for the training and publicizes the program through our internal news and events system (drumroll), through our weekly all-employee email (what's new at SSU?) and through a monthly email to all employees. Additionally, the TD team manually reviews a list of recently hired employees and sends all new employees, their supervisor and all presenters a calendar invite to attend orientation. For all other events, employees access the registration system on the employee intranet to register for upcoming trainings. Outlook calendar appointments are manually sent by the TD team as they periodically check the registration system for new registrants. Before a scheduled training the TD team creates and provides a sign in sheet to attendees.

Tracking

With the current tracking process, the TD team manually updates attendance spreadsheets after training sessions are held and when new employees are hired. There are 3 main attendance spreadsheets: (I) a master spreadsheet with every FT employee and the PT employees that have attended a training as well as every HR training session offered since fall 2014; (II) a Title IX attendance spreadsheet; and (III) a PCI attendance spreadsheet. When a new employee is hired, the TD team will manually add them to the master spreadsheet and possibly the Title IX and PCI depending on their job title or functions. The reason for the separate Title IX and PCI spreadsheets is both for compliance and for sharing the data with other departments across campus.

Currently, employees can register electronically for training sessions by using an event management page in our intranet, Polaris. The TD team has created a landing page on Polaris with a list of upcoming training events that employees can click on to learn more and register. At the training, employees physically sign-in on an attendance sheet. The TD team compares the list of actual attendees with those that registered. The event registration function has the ability to "check-in" those that registered. However, the TD team cannot add someone who has not registered in advance. Additionally, the attendance reporting with this program is not comprehensive. For example, it doesn't list the employees department, job title or union.

Analytics

On a quarterly basis, the TD team compiles attendance data for the President's Quarterly Report. Because the master spreadsheet has data from 2014, the TD team manually checks the training calendar for 3 months and compares those trainings with the master spreadsheet. The TD team then creates a separate list, tracking the number of attendees per Vice President are a. Once these figures are calculated, TD gives a breakdown of how many per VP area were in attendance, how many unique attendees there were and what percentage of that VP area attended training during the quarter. The report also includes an alphabetical list of trainings put on that quarter with dates and how many employees attended. The math for these reports is done partially with MS Excel formulas and the remaining portion with a calculator.

The university hopes to find a unified system capable of the following:

Event Logistics

The TD team is in need of a system that has the ability to schedule and create new training sessions for either private (department specific) or public (open to all employees) and online or in person training sessions. The LMS should have the ability to update event registration information (date, location, time, cancellation, etc.), the ability to update content or program description as regularly as needed and the ability to register for participants. This system would display upcoming training opportunities on employee and manager dashboards. Additionally, the system would send automatic reminder emails for employees about upcoming programs they registered for and to complete compliance trainings. The system should also send an email to all training participants automatically after completion of the training. This email would include a link to a survey within the HCM that would evaluate the training program. The email should also include resources and training materials shared during the training session.

Tracking

The LMS should streamline the TD team's workflow so that tracking attendance is efficient. To start, employees should still be able to register themselves for public training sessions and a calendar invite should automatically be pushed to their Outlook calendar. The TD team should also have the capability to assign online and in-person trainings as appropriate. The LMS should create a registration list that can be printed or exported for a sign-in sheet at an in-person training. Additionally, there should be a "checked-in" feature so that the TD team can confirm their attendance. If someone didn't register in advance, HR can override the attendance list and add them to the registration. Administrative assistants can register on behalf of the supervisor.

The attendance should be tracked in the LMS, preferably with 4 – 6 criteria for each employee. For example, an employee's ID #, job title, department, union status, and area VP. Ideally, there would be training tracks for employee groups or required training based on the job title or responsibilities, e.g., if the employee handles PCI, is a supervisor, or is designated as a responsible employee.
An ideal would be that employees can add external training and professional development activities in their LMS profile. Additionally, the LMS can identify

how often a training should be taken. LMS user administrators should have a dashboard with a list of employees who are due or overdue for mandatory or compliance-based training.

Analytics

The LMS should offer dashboards with a quick synopsis of upcoming trainings, attendance data, and more. There should be a reporting tool to dig deeper from the dashboard for the TD team. There should be customizable dashboards for managers to see their team and assign training to their employees; a VP dashboard to see their teams and area; and an HR dashboard to oversee all programming. The TD team is also looking for a function within the LMS for employees to submit suggestions for trainings that could be accessed by the TD team.

Content

The new HCM should include online content that is regularly updated with new programs added continuously. This course should be specifically geared towards higher education. All compliance trainings should be offered online to include FERPA, Title IX Responsible Employees, Discrimination and Harassment, and Diversity and Inclusion. The ideal system would include additional content and resources such as books, videos, articles, pod casts and recommended readings.

Connection to Performance Evaluations

The system should update each employee's evaluation with a synopsis of their training and professional development status. This should include any compliance trainings that are overdue, any trainings that were suggested by the supervisor but not completed and a list of all trainings the employee attended. If the individual is a supervisor, it should include whether or not their direct reports are in compliance with required trainings.

Compliance

All content and material must be ADA, WCAG & Section 508 compliant.

Competency Measures

Employees should have the ability to self-assess their skills and abilities. Trainings should be suggested to fill competency and skill gaps.

3. INFORMATION TECHNOLOGY

Funding, Cost, and License Management

At Salem State University, all information technology solutions are managed through the IT operating budget and managed through the IT procurement process. Any service provider must work with IT on a long term basis to service the subscriptions.

Vendors need to provide a thorough description of their cost structure. Salem State is interested in saving costs through longer-term agreements, but it is concerned about contracts that do not allow us to exit, and force us to continue to pay, after we perceive a failure of service. We are bound by some Commonwealth of Massachusetts procurement rules in this regard.

Vendors need to submit a full schedule of add-on pricing that could occur. This includes polices for change of scope or missed timelines during implementation. Consider the integration and resources needs described below in addressing possible hidden costs.

Hosted solutions should verify that the University's data will reside within the continental U.S. at all times. For a hosted solution, we would like to see the agreements that vendors have with their underlying vendors for hosting and other technology management who have access to the University's data.

Resources

Salem State requires a list of resources that the vendor brings to the initial implementation of their product and present a standard project schedule.

- Do you provide project management, including technical project management for enterprise integrations like identity management, security, and data warehouse/reporting?

- Do you provide experienced analysts? Not just to the core process your product serves but also for related business processes and integrating processes with the University administration as a whole.
- What are your realistic expectations for IT's involvement since we expect to fully integrate with identity, security, data from external sources, and to ship data from your solution to other systems? Due to the volume of specialty cloud products that departments are trying to adopt right now, it's likely that information technology will have difficulty with exact deadlines. Relate this to prior questions about change of scope and hidden costs.

- Does your project expect deep integration with or access to a core, outside system for certain kinds of data? Because we are part of the Commonwealth of Massachusetts system, we might be more limited in the kinds or central, enterprise data we can provide than a vendor might expect.

Technology

- What is the underlying technology stack for the solution? Information Technology Services is interested in the answer to this question even for cloud services.

- What are the data integration mechanisms, like file transfer and web services? Full documentation and examples from past implementations are helpful.

- Where do you support standard data formats for integration, reporting, or compliance?

- Describe the level of support you provide for integration with external authorization and authentication systems.

Ongoing Operational Support, Administration and Maintenance

The vendor should clearly identify the tasks that will be necessary for the “care and feeding” of the system on an ongoing basis. The list of tasks should include ongoing maintenance that must be performed within the system itself as well as tasks required in order to maintain any integrations. If file uploads or downloads are required on a regular basis, these should be called out specifically. The vendor should provide an operational roles and responsibilities document describing how the system is maintained and administered once it is placed into production. Where possible, the vendor should be specific in describing the job title and duties that are expected to be performed by an employee at Salem State University, for example:

- Application Security Administrator (IT): Creates New User Accounts and assigns appropriate access rights
- HR Recruiter (HR): Approves job creation and posting requests, assigns hiring duties to open positions

4. PROJECT PHASES AND PAYMENT STRUCTURE

It is expected that this project may be accomplished in the following phases. Proposals should address everything outlined in the project description, and include anticipated timeframes, cost, suggestions for cost savings, and proposed formats for each phase.

Phase 1: Assessment and Planning

- Needs analysis (propose a strategy for research and consultation with campus community)
- HCM selection
- User research and usability testing
- Assessment of goals, audiences, existing technologies, functional requirements, and development of a preliminary site plan
- Proposal for training content liaisons on content submission process.

Phase 2: HCM Development

- HCM programming and installation
- Technical documentation
- Custom programming (Flash files, etc.)
- Usability test plan

Phase 3: Testing and Training
- Maintenance training and documentation
- Cut-Over/Beta Test Plan

Phase 4: Implementation
- Migration plan

Payments will be made upon satisfactory completion of each phase of the project as determined by Salem State University.

5. DELIVERABLES

It is expected that at various points throughout this project, the vendor will produce the following tangible documents, files or services.

DETAILED PROJECT PLAN
- Name, contact info and qualifications of project manager
- Names and qualifications of developers and designers assigned to project, along with crucial team members
- Project timeline
- Discovery process
- Detailed project budget outline costs for each of the project description items
- Site audit
- Needs assessment
- Description of the university's role/deliverables
- List of involved parties
- Meeting schedule
- User acceptance/usability testing plan
- Migration plan
- Identification and "training" of content providers/liaisons
- Create departmental Web maintenance schedule
- Explanation of process

6. VENDOR INFORMATION

In addition to addressing the specifics outlined in this document and consideration of the Conditions outlined below, proposals must also include the following details about your company:
- Company name
- Location(s)
- Description of company
- Description of the type of services you provide
- Company philosophy
- Total number of designers, developers, etc.
- Average experience level of designers, developers, etc.
- Description of facilities, equipment, physical resources

- List of current projects, as well as the scope and status of each project
- Financial statements for the last three years.
- Disclosure of complaints, current or pending actions, legal or otherwise
- Disclosure of possible conflicts of interest
- References - please provide us with three Higher Education clients that are similar in size to Salem State
- Portfolio of similar projects (completed within the past three years, and a brief explanation of the project)

7. CONDITIONS

Salem State University will not be liable for any costs incurred by respondents in the preparation and production of a proposal or the costs of any services performed prior to receiving approval of the agreement from the Commonwealth of Massachusetts. All proposals and materials submitted in conjunction with the proposals shall become the property of Salem State University for use as deemed appropriate.

1. Salem State University reserves the right to modify the requirements of this RFP after its release. All vendors will receive written notification of any modification to the requirements of this RFP. If any modifications make compliance with the original Procurement Timetable impractical, Salem State University will adjust the timetable accordingly.
2. Vendors who submit a proposal in response to this RFP may be required to give an oral presentation to Salem State University. This shall provide an opportunity for the vendor to clarify or elaborate on the proposal, but shall in no way change the original proposal. Salem State University shall schedule the time and location.
3. All finalists will allow a small group of university administrators to perform a site visit (if desired) to the main location that will be handling the account.
4. By submitting a proposal, the vendor agrees that s/he will not make any claims for, or have any right to, damages because of any misinterpretation or misunderstanding of the specifications, or because of any misinformation or lack of information.
5. The successful vendor will be notified by the Salem State University purchasing office by telephone and confirmed by letter. A contract will then be negotiated with the successful vendor. The contract will, among other provisions, incorporate at least this RFP and the successful vendor's proposal.
6. The university is an affirmative action employer and as such, prohibits discrimination on the basis of race, color, marital status, national origin, mental or physical handicap, political beliefs or affiliation, membership or non-membership in any organization, or veteran status, in any aspect of the admission or treatment of students or in employment. The bidder(s) is (are) expected to adhere to the same principles.
7. Each successful bidder agrees to indemnify, save harmless and defend Salem State University, its trustees, officers, employees and agents from and against any and all claims, demands, actions, debts, liabilities, costs, judgments, and attorney fees, directly or indirectly, arising out of the

performance of the activities of said successful bidder under the contract.

8. Each successful bidder is an independent contractor and not an agent of the university and shall not, for any reason whatsoever, represent itself as an agent of the university.
9. Salem State University reserves the following prerogatives:
   - To accept or reject any or all proposals in part or entirety
   - To correct any arithmetic errors in the proposals
   - To waive or modify irregularities in proposals received after notification to the vendor
   - To change any dates specified for the review and selection process
   - To negotiate a payment schedule as part of the award of the contract
   - To request additional information or written clarification of vendor response
10. Omissions, inaccuracy or misstatement may be sufficient cause for rejection of the proposal.
11. Salem State University reserves the right to approve, reject, or cause to be replaced any or all vendor staff assigned to this project. Vendors must further agree to have all proposed vendor team members interviewed and approved by the university.
12. Vendor must dedicate sufficient staff and other resources as required to meet or exceed the mutually agreed upon implementation schedule.
13. Vendors agree to provide evidence of appropriate insurance protection prior to start of work. Appropriate insurance protection shall be deemed to be the coverage outlined in Contractor's Compensation and Liability Insurance, as stated below.
14. Subcontractors
   - Except for vendors designated by the university, the vendor must include a list of subcontractors in their proposal. Said statement must contain a description of the portion of the work which the proposed subcontractors are to perform/provide and any information documenting that the proposed subcontractors have the necessary skill, integrity, experience and financial resources to provide the service in accordance with this Request for Proposal.
   - The vendor shall have sole responsibility to the university for the acts or defaults of said subcontractors and of such subcontractors' officers, agents and employees, each of whom shall, for this purpose, be deemed to be the agent or employee of the vendor to the extent of its subcontract.
   - Except for subcontractors designated by the university, all subcontractors must be approved by the university. The vendor shall be fully responsible for the administration, integration, coordination, direction, and supervision of all its subcontractors and of all work. No subcontractor shall perform services at the university until the insurance requirements of this Request for Proposal have been met, and satisfactory evidence has been provided to the university.
   - The vendor shall execute with each of its subcontractors and shall require all subcontractors to execute a written agreement which shall bind the latter to the terms and provisions of this Request for Proposal insofar as such terms and provisions are applicable to the work to be performed by such subcontractors.

17. By submission of a proposal, the vendors must certify, and in the case of a joint proposal each party thereto must certify, as to its own organization, that in connection with this proposal the prices in the proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other vendor or with any competitor.
18. All proposals and attachments become the property of the university.
19. The selected contractor will be required to assume responsibility for all services offered in his proposal. Further, the university will consider the selected contractor to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contractor.
20. Employees of the vendor shall conduct themselves in a professional manner while on campus or while communicating with employees of the university. Salem State University reserves the right to request removal of a vendor's employee from this project if said employee is deemed to be acting unprofessionally or performing below expectations.
21. Throughout this project it is possible that confidential information may be disclosed by either the university or the vendor. Both parties agree to respect the sensitivity of this information and agree not to share this information without permission.
22. All content, concepts, designs, findings, and files developed by the vendor for the university shall remain the property of the university.

CONTRACTOR'S COMPENSATION AND LIABILITY INSURANCE

Contractor shall, at all times, at its own expense, obtain and carry comprehensive liability insurance, property damage insurance and Workers' Compensation insurance of adequate amounts, naming the Commonwealth of Massachusetts, and Salem State University as additional insured. Contractor shall keep such insurance in force for the duration and term of this agreement. All certificates of Insurance or Evidence of Insurance must contain a thirty (30) day written notice of any cancellation, change, or termination of coverage. The insurance required shall be obtained from insurance company(ies) licensed to do business in the Commonwealth of Massachusetts, and have the following minimum limits:

TYPE	**DOLLAR LIMITS**
Contractors Liability (including protective and Contractual Liability)	$1,000,000 combined (bodily injury and property damage) single limit-each occurrence $2,000,000 aggregate
Automobile Liability (owned and Non-owned vehicles)	$1,000,000 CSL – each occurrence
Workers Compensation and Disability	Massachusetts Statutory Benefits

8. PROPOSAL PROTOCOL AND CONDITIONS

No public disclosure or press release pertaining to this RFP, review process, or award shall be made.

Proposals must include a current financial statement and a statement indicating whether or not their company has been profitable for the three prior fiscal years (and parent company if applicable).

LENGTH OF CONTRACT
The term of the contract(s) shall commence on or about July 10, 2017, and continue until the project is completed, provided performance, service, and quality have been and continue to be acceptable to the university. The successful bidder will sign the contract, which will incorporate this RFP and Attachments hereto, and the bidder response to the RFP.

EVALUATION CRITERIA
Each proposal will be evaluated against specifications outlined in the RFP. Only proposals from responsible vendors, as determined by the University, will be considered. Award of this contract will be made to the bidder offering the best value response to the goals and performance requirements outlined in the RFP. Evaluation shall include, but not necessarily be limited to, the following criteria: price, including the cost of ongoing support services; experience in working with higher education clients; the general reputation of the bidder; bidder's financial and operational ability to meet RFP requirements; quality of the references provided; qualifications of the personnel assigned to work on the project; bidder's functionality, performance, flexibility, and ability to meet the university's needs and timetable; and bidder's plan for providing ongoing support for the Human Capital. Management System, including estimated costs, for a three year time period.

After initial review and evaluation, selected bidders who best meet the university's criteria will be invited to make a presentation at the university. The presentations, limited to one hour per bidder, will provide an opportunity for bidders to clarify their proposals through mutual discussion and understanding."

SINGLE CONTRACTOR'S AWARD
This RFP will award a single contract to complete this project only and does not imply any further project awards from Salem State University.

INSTRUCTIONS FOR SUBMISSION OF RESPONSES
Bidders must acknowledge understanding and compliance with each section of this RFP. If the bidder's document conflicts with this RFP, the RFP's language takes priority. This is a closed-bid submission. Bids will be opened and examined according to the timetable set forth in this document. Bidders will not have the opportunity to amend bids once they are submitted. If a bid is not complete, it will not be accepted. Further, if the contract is awarded

and then discovered to be incomplete, that award will be rescinded.
Bids must be submitted BEFORE the posted deadline and will not be accepted after. Electronic submissions is our preferred method of submitting responses. Bidders will submit one (1) copy bid (electronic submissions not submitted through Comm-Pass will be in Microsoft Word or PDF format). Any bid that does not specifically address the RFP will not be considered a valid bid-response.

TIMETABLE
Please note that this is an anticipated calendar and may be subject to change.

- Release of RFP Wednesday, November 2
- Pre-bid conference call: Thursday, November 10 from 9-10 am
- Conference Call-In Number:
  - 1.866.600.4738
  - Passcode: 8382195
- Response due date: Wednesday, November 23 at 3 pm
- Invited bidder presentations: weeks of January 16 and 23
- RFP Anticipated Award: April 5
- Contract signed: April 19
- Contract begins: July 10, 2017
- Selected firm invited to campus to introduce their services/review proposal: week of July 10, 2017

All work outlined in this RFP is expected to be completed no later than July 11, 2018.

COSTS FOR PROPOSAL PREPARATION
Any costs incurred by contractors in preparing or submitting a proposal shall be the contractor's sole responsibility.

DISQUALIFICATION OF PROPOSALS
Salem State University reserves the right to consider as acceptable only those proposals submitted in accordance with all requirements specified in this RFP and which demonstrate an understanding of the scope of the work. Any proposal offering any other set of terms and conditions contradictory to those included in this RFP shall be disqualified without further notice.
A contractor shall be disqualified and the proposal automatically rejected for any one or more of the following reasons:

- The proposal shows any noncompliance with applicable law
- The proposal is conditional, incomplete, or irregular in such a way as to make the proposal indefinite or ambiguous as to its meaning
- The proposal has any provision reserving the right to accept or reject award, or to enter into a contract pursuant to an award, or provisions contrary to those required in the solicitation
- The contractor is debarred or suspended
- The contractor is in default of any prior contract or for misrepresentation

ADDENDA TO THIS RFP
Salem State may need to issue one or more addenda related to this RFP. Such addenda shall be posted at www.comm-pass.com and the Salem State University purchasing webpage: http://www.salemstate.edu/3471.php. It is the sole responsibility of prospective contractors and other interested parties to familiarize themselves with the web site and visit it regularly during the RFP process for updated information or addenda related to this RFP.

RIGHTS RESERVED
Salem State reserves the right to award in part, to reject any and all proposals, in whole or in part, and to waive technical defects, irregularities and omissions if, in its judgment, the best interest of Salem State University will be served. Should the university determine that only one bidder is fully qualified, or that one bidder is more highly qualified than the others under consideration, a contract may be negotiated and awarded to that bidder.

FINAL CONTRACT
The agreement, if awarded, shall be governed and construed in accordance with the laws of the Commonwealth of Massachusetts, which include but are not limited to the items identified in the Commonwealth of Massachusetts Standard Contract Terms and Conditions (OSD Forms are available at http://www.mass.gov/osd). Attached forms must be completed and signed by applicant. Salem State University intends to use this RFP and the successful proposal as a basis for the agreement.

INSPECTION OF PROPOSALS
Proposals may be available for public inspection upon notice of award and shall be available for public inspection after the contract is signed by all parties.

BIDDER QUALIFICATIONS
All proposals should include the following items for verification of the bidder's qualifications:

- Business Reference Form, found at the end of this RFP
- Resume of the person or persons who will handle the account
- A table of organization for the company

CONTRACT INVALIDATION
If any provision of this contract is found to be invalid, such invalidation will not be construed to invalidate the entire contract.

RFP TERMS AND CONDITIONS
The terms and conditions of Salem State University specified below, should be reviewed carefully to ensure full responsiveness to the RFP. The anticipated contract will be, in form and substance, consistent with applicable policy and regulations of Salem State University and the Commonwealth of Massachusetts statutes and regulations regarding the
creation and execution of such contract. The failure of any respondent to receive or examine any contract, document, form, addenda or to visit the sites and acquaint itself with conditions there-existing, will not relieve it of

any obligation with respect to its proposal or any executed contract. The submission of a proposal shall be conclusive evidence and understanding of the Salem State University's intent to incorporate such terms and conditions into the contract.

Purchase Terms
Where a term or condition contained in this RFP differs from a term or condition set forth in the state contract, the terms or conditions of the state contract shall prevail.

Additional Terms and Conditions
No additional terms and conditions included with the proposal response shall be evaluated or considered and all such additional terms and conditions shall have no force and effect and are inapplicable to this proposal.

- Customer Payment and Privacy Protection Conditions—responses should certify compliance and/or company policies and procedures regarding the following.
    - PCI-DSS Compliance—presently in effect, any merchant processing, storing, and transmitting customer credit card information must show evidence of being PCI compliant. Please submit a Certification of Compliance with your submission.
    - PA-DSS Compliance —effective July, 2010, any payment application sold, distributed or licensed to a third party must be PA-DSS compliant. Please identify your firm's plans for compliance in your submission.
    - "Red Flag Rules" —effective November 1, 2009, any third party vendor of the university that handles, stores or transmits personal identifying information must comply with federal trade Commission's Red Flag Rules. Please identify your company's Red Flag Administrator and policies related to this regulation. Please note: any submission that does not address these conditions will be deemed to be incomplete and subject to disqualification from consideration.

PRICING
Quoted pricing shall remain firm for the entire term of the contract.

EXCUSABLE NON-PERFORMANCE
The vendor will use its best effort to provide satisfactory and uninterrupted service as described in the RFP. The vendor will not be responsible or in default for any failure of service arising from an act of God, civil riot, war, restrictions imposed by governmental authorities, or other causes determined by Salem State University to be beyond the vendor's control.

CONTRACT TERMINATION
If the contractor persistently disregards the laws, ordinances, rules, regulations or orders of any authority having jurisdiction, or otherwise is in substantial violation of a provision of the contract documents, or the university deems the services provided to be unsatisfactory, then the university may, without prejudice to any right or remedy and after given the carrier thirty (30) days written notice, terminate the employment of the

carrier. The university shall be obligated only for those services rendered and accepted prior to the date of Notice of Termination.

CONTRACT RENEWAL
The contract may be renewed upon the same terms and conditions, provided that the parties agree on pricing terms. The vendor shall no later than thirty (30) days before the expiration of the contract provide written notice of its intent not to renew the contract or of any changes to pricing in may require.

EMPLOYEES
All workers performing services shall be employees of contractor and shall not under any circumstances be considered employees of Salem State University. Contractor shall provide and be responsible for all required services and benefits with respect to its employees, including but not limited to worker's compensation and unemployment insurance.

EQUAL EMPLOYMENT OPPORTUNITIES REQUIREMENTS
In entering into any contract resulting from this RFP the contractor agrees not to discriminate against any employee or applicant for employment because of race, sex, color, religious creed, national origin, and/or ancestry. The contractor agrees to post in conspicuous places notices to be provided by the Massachusetts Commission Against Discrimination with respect to the Fair Employment Practice laws of the Commonwealth, which are herein made of this contract reference.