

Allegheny County

Department of Human Services

REQUEST FOR PROPOSALS

JOB ANALYSIS AND ASSESSMENT TOOLS FOR TALENT MANAGEMENT

RFP ISSUED	December 4, 2014
QUESTIONS AND REQUESTS FOR CLARIFICATION ACCEPTED VIA EMAIL	Until 5 Business Days Before Proposal Due Date
RESPONSES (Q & A) POSTED ON WEBPAGE	Ongoing- Final Q&A Posted 1 Business Day Before Proposal Due Date
PROPOSALS DUE	January 5, 2015
AWARD DECISION / NOTIFICATION	January 26, 2015
ESTIMATED START DATE	March 30, 2015

GLOSSARY

Agreement: The contract negotiated between the County and the Successful Proposer to provide the Contract Services

Contract Services: The specific services which the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement

DHS: The Allegheny County Department of Human Services

EEOC: Equal Employment Opportunity Commission

Proposal: The response submitted by a Proposer to this Request for Proposals

Proposer(s): the entity or entities submitting a Proposal to the County in response to the RFP in an effort to become the Successful Proposer

RFP: Request for Proposals

Successful Proposer: The Proposer selected by the County to provide the Contract Services

GENERAL INSTRUCTIONS AND INFORMATION

Purpose

Allegheny County is soliciting proposals for Equal Employment Opportunity Commission (EEOC)-compliant job analysis and assessment tool(s) that will inform the hiring, placement, and supervisory decisions of its Department of Human Services (DHS). Through the use of job analysis and assessment tool(s), DHS seeks to improve its capacity to recruit, engage, coach and manage the performance of staff and to drive organizational performance and development at the department level. Allegheny County intends to use the results of this solicitation process to award one or more contracts, **not to exceed a total aggregate amount of \$30,000 a year**, for three years with the option to renew.

General Information about a Request for Proposal (RFP)

Allegheny County issues RFPs to identify Proposers with the ability to meet the identified needs and quality standards within specified program and funding guidelines. Evaluation criteria is included in an RFP (see Scope of Services Requested) to measure how well a Proposal meets these guidelines; additional information and/or a presentation may be requested during the Proposal evaluation period. Following the evaluation period, an Agreement to provide the requested services may be awarded to the most qualified Proposer(s), that is, the Successful Proposer(s).

The issuance of this RFP does not obligate the County to enter into a contract with any Proposers if none of the Proposers, in the sole and exclusive determination of the County, sufficiently demonstrate the ability to meet the identified need within the guidelines presented.

Communication about this RFP

DHS is the "Issuing Office" for this RFP and is the sole point of contact for all questions and communications regarding this RFP. All communication about the RFP, including requests for additional information or

clarification, should be submitted via email to: DHSProposals@allegHENYcounty.us no later than five business days prior to the proposal due date in order to guarantee a response on the website.

All information about the RFP, including changes, clarifications and responses to Proposer questions, will be posted on the RFP website at: <http://www.allegHENYcounty.us/dhs/solicitations.aspx>

Eligibility

Entities eligible to respond to this RFP include non-profit organizations and for-profit organizations or businesses. Joint/Collaborative proposals will be considered. In order to be considered under this RFP, Proposers must meet all of Allegheny County's contractual requirements (available at: <http://www.allegHENYcounty.us/dhs/contracting.aspx>).

Minority, Women or Disadvantaged Business Enterprise (M/W/DBE) Requirements

This RFP contains requirements for Proposers to assist Allegheny County in meeting its M/W/DBE goal (all contracts and other business activities entered into by Allegheny County having overall goals of 13% for MBEs and 2% for WBEs). A listing of M/W/DBEs certified by Allegheny County and the Pennsylvania Unified Certification Program can be found at www.county.allegHENY.pa.us/mwdbbe

An M/W/DBE Participation Statement or Waiver Statement is **REQUIRED** with Proposal submission. For more information about M/W/DBEs, please review the following:

[MWDBE Contract Specifications Manual](#)

[MWDBE Participation Statement form](#)

[MWDBE Waiver Statement form](#)

Proposal Preparation Costs

The Proposer is responsible for all costs related to the preparation and submission of a Proposal; Allegheny County is not obligated, in any way, to pay any costs incurred.

BACKGROUND

About DHS

DHS was created in 1997 to consolidate the provision of human services across Allegheny County. It is the largest department within Allegheny County government. In addition to the Executive Office, DHS encompasses five program offices (Behavioral Health; Children, Youth and Families; Community Services; Intellectual Disability; and the Area Agency on Aging) and three support offices (Administrative and Information Management Services; Community Relations; and Data Analysis, Research and Evaluation). Last year, DHS served more than 210,000 individuals (approximately one in six County residents) through an array of 1,700 distinct services.

DHS is responsible for providing and administering publicly-funded human services to Allegheny County residents. DHS is dedicated to meeting these human service needs, particularly for the County's most vulnerable populations, through information exchange, prevention, early intervention, case management, crisis intervention and after-care services.

DHS provides a wide range of services, including services for older adults; mental health and drug and alcohol services (includes 24-hour crisis counseling); child protective services; at-risk child development and education; hunger services; emergency shelters and housing for the homeless; non-emergency medical

transportation; job training and placement for public assistance recipients and older adults; and services for individuals with intellectual and/or developmental disabilities.

DHS provides services to eligible individuals without regard to race, color, sex, gender identity or expression, sexual orientation, age, religion, national origin, political affiliation, disability, familial status, military service, or religious, community or social affiliations.

DHS Workforce

Publicly-funded human services are delivered to Allegheny County residents in two primary ways—the direct provision of services by DHS staff or through DHS’s network of more than 300 contracted provider agencies. DHS employs approximately 1,000 staff to support its delivery of services.

Employees who provide services directly to clients make up about half of DHS’s staff. Of these staff, most assist families in the child welfare system through the Office of Children, Youth and Families. The responsibilities of staff in the child welfare system vary significantly. For example, Intake Caseworkers investigate reports of child abuse and neglect while Family Services Caseworkers assess and develop service plans and directly provide or refer families to services that meet their needs. Direct care staff at DHS also work with other populations, such as older adults and people with behavioral health needs.

The remainder of DHS’s workforce serves in roles that either support the administration and oversight of its 300 contracts or provide assistance to the entire department. Examples of job responsibilities and functions that support this work include service planning and procurement, contract monitoring, quality improvement and assurance, data and budget analysis, program evaluation, financial compliance, accounts payable, information technology, information/referral and complaint resolution through the Director’s Action Line and human resources.

Staff recruitment and retention is a persistent and costly challenge faced by human service agencies, including DHS. Frequent staff turnover, especially among those who work directly with clients, adversely impacts the quality of care provided to individuals and families. Further, poor retention increases costs for DHS and other provider organizations. According to a study from the Center for American Progress, the cost of replacing an employee lost to turnover equals about 20 percent of that employee’s salary. These costs are a result of productivity losses when an employee quits, the costs of hiring and training a new employee, and slower productivity until the new employee learns the job.¹

SCOPE OF SERVICES REQUESTED

Recognizing that staff retention saves money and results in better care to consumers, Allegheny County is soliciting proposals for an EEOC-compliant job analysis and assessment tool(s) that will inform DHS’s hiring, placement, and supervision decisions. Through the use of this job analysis and assessment tool(s), DHS seeks to make better hiring decisions and improve supervisory effectiveness based on individual staff characteristics and motivations, improve its capacity to engage, coach and manage the performance of staff and drive organizational performance and development at the department level. It is DHS’s goal to identify and utilize a reliable, fair and scientifically-validated assessment tool to hire and maintain a qualified, diverse workforce by: 1) better matching qualified applicants to available positions (thus increasing the

¹ Boushey, Heather, and Sarah Jayne Glynn. "There Are Significant Business Costs to Replacing Employees." Labor and Work. Center for American Progress, 16 Nov. 2012. <<https://www.americanprogress.org/issues/labor/report/2012/11/16/44464/there-are-significant-business-costs-to-replacing-employees/>>

likelihood that they will be successful in the position) and 2) identifying ways to monitor and strengthen individual performance and job satisfaction of existing employees at DHS.

Requirements of the Tool(s):

- EEOC-compliant
- Quick to administer
- Easy to interpret
- Adheres to testing industry standards
- Statistically valid and reliable
- Administered in a standardized fashion that ensures that all applicants are assessed in the same way
- Does NOT require analysis by a psychologist or psychiatrist
- Does NOT include a psychological diagnostic component or contribute to a finding of a particular mental impairment or psychological disorder

Allegheny County intends to use the results of this solicitation process to award one or more contracts, **not to exceed a total aggregate amount of \$30,000 a year**, for three years with the option to renew.

PROPOSAL INSTRUCTIONS

A complete Proposal must include all of the components listed below, submitted as a word document or PDF (budget may be submitted in Excel). Use 1-inch margins, 12 point font and numbered pages. Single spacing is permissible. Please adhere to page limitations indicated below; other than required attachments, no additional attachments will be accepted (attachments may be included as a link).

Proposal Content

1. Executive Summary (1 page)
2. Proposal Narrative (5 pages)
3. Budget and Budget Narrative
4. References (1 page): Include name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.
5. Required Attachments
 - [Cover Page](#)
 - [MWDBE Participation Statement form](#)
 - [W9](#)
 - [Vendor Creation Form](#)

SCORING AND SELECTION PROCESS

Scoring Criteria

The narrative and budget sections will be evaluated on a scale of 100 points as detailed below.

Proposal Narrative (80 points)

- Organizational Experience (20 points)
 - Describe your experience in providing job analysis and assessment tools to improve employee recruitment and retention, specifically as it relates to the field of human services.

- Describe how you have assessed the results of the tools you developed for effectiveness
- Describe the outcomes organizations have experienced through the use of your tool (i.e. Have organizations found that staff turnover has been reduced after implementing your tool into hiring practice?).
- **Functionality of the Tool (30 points)**
 - Describe how the tool will be administered.
 - Describe the length of time it will take to administer the tool.
 - Describe how the tool will use analysis to generate outputs and what criteria it will use to match employees to positions.
 - Describe how the tool should be maintained.
- **Standards for Implementation (30 points)**
 - Describe how the tool will meet the requirements outlined in the Scope of Services section.
 - Describe how the tool will accommodate people with disabilities.
 - Describe who will interpret the results, how they will be trained to use the tool, and what sort of consultation (beginning and ongoing) you will provide.
 - Describe a plan for evaluating the tool for effectiveness.

Budget and Budget Narrative (20 points)

- Attach your organization’s financial statements and describe how they reflect your financial policies and organizational stability
- Provide a detailed one-year budget
- Provide a budget narrative

Selection Process

DHS will use a formal evaluation process to select the Successful Proposer, including review of the Proposal and additional information/presentation as requested. DHS may contact individuals or entities with whom the Proposer has had dealings in the past, regardless of whether or not they are included as references in the Proposal.

DHS will perform an initial screening of all Proposals received. For a Proposal to be eligible for evaluation, the Proposal must be:

- 1. Received from the Proposer by the due date/time**
- 2. Properly signed by the Proposer**
- 3. Properly formatted and include required forms and sections**

Proposals that do not meet the initial screening are subject to rejection without further evaluation.

After the initial screening has occurred, the evaluation process for Proposals is as follows:

- DHS will designate a committee to review and evaluate all Proposals submitted in response to this RFP. The evaluation committee may consist of some or all of the following individuals:
 - County employees/contractors
 - Representatives of foundations, educational institutions, community and civic organizations, businesses and/or non-profit agencies
 - Individuals selected for subject matter/content expertise or experience, or by virtue of other relevant experience/knowledge

- The evaluation committee will use an appropriate evaluation method, such as a matrix, to analyze each Proposer's qualifications and responses.
- The County retains the exclusive discretion to shortlist a small number of Proposals receiving the highest or most satisfactory evaluations for more extensive review.
- If determined necessary, DHS may contact the Proposer for the purpose of clarifying any ambiguities in the Proposal, requesting Proposal modifications, or discussing budget modifications.

Oral Presentations and Site Visits

Shortlisted Proposers may be invited to give an oral presentation. In that case, selected Proposers will be notified of the time and location, and will be provided with an agenda or topics for discussion. Questions asked during oral presentations or site visits will be for the purpose of clarifying the scope and content of the written Proposal.

Final Award Process

Following the evaluation process, which may include oral presentations and/or negotiations, the evaluation team will tabulate and submit an award recommendation to the DHS Director. The DHS Director will then issue a recommendation to the County Manager who will make the final determination concerning the award of the Agreement. The County reserves the right to recommend that none of the Proposals be selected.

SUBMISSION INFORMATION

Proposals must be submitted by email to DHSProposals@alleghenycounty.us, no later than 3:00 p.m. EST on **January 5, 2015**. Proposals received after this time will not be accepted. The County reserves the right to extend or postpone the date and time for RFP activities; in the event of a change, the information will be posted on the website at <http://www.alleghenycounty.us/dhs/solicitations.aspx>.

If necessary, attachments may be sent via U.S. Mail, Courier or hand-delivery, by the date/time above, to:
Maria Wallace
Allegheny County Department of Human Services
One Smithfield Street – Suite 400
Pittsburgh, PA 15222-2221

You will receive an email confirmation of receipt of your Proposal. Please contact us (via email or by calling Maria Wallace at 412-350-7144) if you do not receive an email confirmation.

To be considered, the Proposal must include all of the specified information. DHS may request additional information and/or conduct investigation as necessary to determine the Proposer's ability to provide the requested service. This additional information may become part of the County's final award decision-making process.

All Proposals are the property of the County and may become part of any subsequent Agreement.

CONTRACT TERMS AND CONDITIONS

Agreement Terms and Conditions

The Successful Proposer will enter into an Agreement with the County of Allegheny, on behalf of DHS, for performance of the Scope of Services specified in this RFP and set forth in the Proposal. Information about contracting with DHS and the standard County terms and conditions which will be included in the Agreement can be found on the DHS website at:

<http://www.alleghenycounty.us/dhs/contracting.aspx>

[HIPAA compliance](#)

DHS is a “covered entity” under the Health Information Portability and Accountability Act (HIPAA). The Successful Proposer must describe how it will comply with HIPAA requirements.

CYBER Security

A significant portion of DHS business activities and related billing carried out under this RFP are done through information management systems or tools, including email. Proposers should meet the minimum computer specifications beginning on page 14 of the [DHS Contract Specifications Manual](#) and should make sure their computers, laptops and other electronic devices have sufficient security software and settings to minimize the risk of a breach of information. In addition, the Proposer should have policies and procedures in place to assure that their electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected, etc.).

Conflict of Interest

By submitting a Proposal, the Proposer certifies and represents to the County that the Proposer has not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient’s decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Equal Employment Opportunity/Non-Discrimination

Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, consumer or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression,; sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability of any individual or independent contractor or because of the disability of an individual with whom the person is known to have an association or on any other basis prohibited by federal, state or local law.