

RFP Response Form

Learning Management System (LMS)

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 205 points. A response can be worth up to 5 points. In the specification charts, please select only one answer, yes or no, to each listed specification to indicate if it is offered by your LMS. Each “yes” answer is worth .25 points. Your responses should not exceed 16 pages.

A. Migration of Content (5 points possible)

1. Describe how your organization will manage the migration of content from DHS’s current LMS to your proposed LMS. Provide details about the ability to merge courses.

Cornerstone's open-system architecture allows easy integration with other interfaces. We have significant experience integrating the application to client HRIS, ERP, LMS and CRM systems for both ongoing user data and historical data loads. Our application does not require integration with any specific system or version. We are system agnostic. The requirement is that the Department can provide data based on our data specifications. Most data feeds inbound or outbound are exchanged via Comma Separated Values with a specified column, type, and length designation as defined in our Technical Specifications. We also encourage web services integration and XML data exchanges as needed. Our data integration consultants will assist DHS in determining the best method of integration to meet your business objectives.

Cornerstone supports five methods of importing data into the system, based on client requirements. The methods are:

1. **Onetime load:** Historical/master data from legacy systems are usually imported to Cornerstone through one time loads through the backend (direct load to database by our engineering team). Cornerstone will design and provide a template file, based on the type of the data and load requirements. The client will populate the template and Cornerstone’s engineering team will load the data directly into the appropriate databases.
2. **Scheduled FTP feed (flat file):** Cornerstone can create a scheduled feed (e.g., nightly, weekly, monthly) that picks up flat files from an FTP folder for load into Cornerstone. Cornerstone will create and provide flat file templates and guidelines to the client. Clients will extract the required data from the external system (e.g., an HRIS for internal employees or a system that houses all channel partner users), populate the template, and drop it on the FTP folder for Cornerstone’s scheduler consumption.
3. **Web Services:** Cornerstone offers Web Services (WS) for interested clients as another means to push data into the Cornerstone portal. Best use cases are User/Organizational Data and Transcript status. Clients can decide on the frequency of the Web Services call to push data from/out of Cornerstone.
4. **Data Load Wizard:** Data can also be imported into Cornerstone through the Data Load Wizard (DLW). This tool enables organizations to upload a list or table of information into the system, eliminating the need to manually insert individual records. Data can be loaded to different parts

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of the system (user profile data, organizational unit data, resume, compensation, user transcript, etc.) with a consistent process, allowing clients to import data. The Data Load Wizard can import new records or adjustments. Editable templates and helpful hints guides are available for each file type for accurate importing.

- 5. Manual data entry:** Data can be manually inputted by administrators with the proper rights and permissions.

Per our understanding of the RFP and clarification Q&A, DHS needs to migrate 2,985 courses and user data for the current 1,400 users; with that in mind we have proposed a Historical Data Load, Master Data Load and have listed as optional the Data Load Wizard.

In addition, Cornerstone provides for version management for courses, curriculums, certifications, and materials (such as links, images, documents, etc.). For e-learning courses, content can easily be uploaded and published. You may edit its settings, update it, or even create a new version of a course previously published so as not to affect any users participating in the current version. Similarly, administrators can edit or re-version curricula for users Registered or in Progress and for future users of that curriculum. If the structure of the curriculum is modified and there are users registered for that curriculum, then the modified curriculum is saved as a new version so that the two versions can be tracked separately.

B. Multi-Browser Support (5 points possible)

2. List what browsers are supported, including specific versions of each browser.

Browser versions supported include Internet Explorer 8 and above, Firefox 3* and above, Safari 3 and above, Opera 11 and above, and Google Chrome.

C. Mobile Learning Applications (5 points possible)

3. Describe your LMS's ability to offer a mobile learning application for mobile devices. Provide details on features and ability to be customized.

Cornerstone Mobile allows users to view their learning transcript and to download, view, and interact with rich, standards-based courseware and knowledge content from their smartphones and tablet devices. Content conforms to SCORM 1.2, SCORM 2004, and AICC standards and is supported for maximum content interoperability and reusability.

If so enabled, our offline player allows users to complete online courses on their phones and tablets while not connected to the internet. Online classes behave as though they are being used online: bookmarks are kept, progress is saved, etc. After reconnecting to the internet, the results of the training can then be uploaded to Cornerstone. Native mobile applications are available on devices running iOS 7 and above, and Android 4 and above. Additionally, Cornerstone is mobile browser accessible via native browsers in Windows Phone 8 and above, iOS 7 and above, and Android 4 and above.

Cornerstone supports a very high degree of customization without any need for custom programming or special interfaces. What might be considered "customizations" within traditional, client-server applications are simple "configurations" within Cornerstone. Configuration to make the application match a client's specific organizational structure, terminology, workflows, security and roles, and

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approval structure are all configured during the implementation process. All further configurations may be made by clients at any time without the need to call Cornerstone for support. Administrators are presented with an extensive set of web-based administrative controls which enable them to easily configure graphics, colors, key words, layout, and business rules.

Like every feature in the system, the Cornerstone mobile application will match the configurations and workflow (customizations) setup by system administrators.

D. User Interface (31 points possible)

4. Describe how the User interface can be customized for DHS branding and content.

Once logged in, the user is presented with a personalized talent management portal. This portal can be personalized based on the user's assigned division, position, location, etc., and can be configured to include unique navigation, logos, colors, images, functionality, and more. The "look and feel" of the user interface is established by the client, and can be customized for different Organizational Units.

"Organizational Units," are similar to "Domains" in other applications, but far more flexible and powerful. Organizational Units (OU's) are distinct containers to capture, store, categorize, and publish information.

OU's can govern the user interface (e.g., branding, navigation, look & feel), functionality, workflows, processes, and content. Clients have used OU's to group employees by Division, Position, Location, Cost Center, External Groups, and numerous other criteria.

OU's can be organized both laterally and hierarchically with multiple levels. For example, clients can create an OU named *Employees*, which can then be grouped more specifically by *Division*, and again more specifically by *Position* within a *Division*.

Organizational Units provide a powerful and limitlessly flexible opportunity to configure Cornerstone based on your business needs.

The Cornerstone Home Page is highly configurable. The custom page builder allows administrators to add over 20 predefined Widgets including an image place holder, and header and footer messages. In addition, 10 HTML boxes are available. A YouTube video can be embedded as well. Administrators can configure which and how many of these widgets and HTML boxes are used to configure a user's personalized home page, all without any required programming skills or custom projects.

5. Provide details on how many active Users your LMS can manage.

We divide our data centers into multiple swimlanes. Each one is capable of running on its own. There is no practical limit to the number of concurrent users. Cornerstone currently supports 25 million+ users; with clients ranging from 50 employees to upwards of 150,000.

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6. Describe your LMS's search functions. Provide details about the ability to search within a course and the ability to search within multiple courses across the LMS.

Global Search allows users to search for online courses, quick courses, events, curricula, libraries, postings, materials, videos, and tests. Users can use predictive keyword search, advanced search, and browse for training.

Advanced Search allows a user to better refine their search parameters. The user can search by title, description, provider, subject, competencies, instructor, location, contributor, and locator number. The search can be further refined by learning object (e.g., only search for events).

With *Browse for Training*, users can browse the catalog using a variety of filters such as title, subject, date, and training type. Training can also be sorted by popularity, rating, duration, and most recent. Administrators can also designate training items to be filtered by featured and suggested.

7. Describe how Managers and Administrators can develop personalized Learning Plans for individuals and groups.

Cornerstone provides a variety of options to deliver targeted learning plans to users. Every user has a personal learning transcript. Administrators and managers can assign learning objects from the training catalog (such as online courses, ILT events, videos, etc.) to the user's transcript with completion due dates. These assignments can be based on the individual, or on specified criteria such as the user's position, division, location, grade, etc.

Administrators can also create blended learning programs through curricula. A curriculum (or learning plan) can contain any number of learning objects from the catalog as well as defined action steps or free form items. Administrators can set specific parameters and conditions for each training item in a curriculum, including due date, display order, and order of completion.

Finally, Cornerstone includes development plan functionality. Users can work with their managers to create plans and manage their growth and development. Customized development plans allow administrators and managers to more accurately capture the user's strengths, weaknesses, objectives, and resources needed. Users can create objectives which consist of training items from the catalog and free-form, job-related action steps. After creation, users can view and manage those components to track progress.

8. Describe your LMS's online resource library. Provide details on the quantity of data and type of file formats that it can store.

The course catalog serves as the repository for all learning objects in the system including online courses, quick courses, ILT events, libraries, tests, curricula, and materials (e.g., documents, videos, audio, postings). The catalog enables administrators to associate learning with subjects, skills, competencies, certifications, acknowledgements, emails, and Level 1-3 evaluations. Administrators control access and options from a unified catalog. Cornerstone allows for the management of one master catalog and any number of sub-catalogs for specific audiences. Clients can

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deploy completely personalized training catalogs to individuals who meet the correct criteria or for any Organizational Unit (such as Position, Division, Location, Cost Center, etc.).

Users have several options to search the catalog including Basic Search, Browse for Training, and Advanced Search.

In addition, Cornerstone’s Course Publisher allows administrators to effectively manage content by uploading, validating, and integrating SCORM and AICC courses into the application.

The Course Publisher allows administrators to upload a new version of a course as well as replace files in existing publications. Up to 100 AICC courses or 200MB of SCORM courses can be zipped together and uploaded at once. Individual SCORM courses which exceed 200 MB in size may require upload by Cornerstone.

9. Describe your LMS’s User profile function.

Every user has a highly graphical Universal Profile. This profile serves as the center of an employee’s universe and enables them to view and complete action items, update their personal information, find colleagues, give and receive feedback, and connect to specific tasks across the talent management suite.

Is the Following Specification Offered?	Yes	No
Navigation that allows multiple windows or tabs to be open at the same time	X	<input type="checkbox"/>
Administrative settings to lock down the look and feel of the User interface	X	<input type="checkbox"/>
Learners can use self-service to retrieve a lost password	X	<input type="checkbox"/>
Learners can submit requests for programs and courses that are not currently available	X	<input type="checkbox"/>

E. Class Management (24.5 points possible)

10. Describe the access and interface available to an Instructor. Provide details on the types of reports an Instructor can create.

One of the primary objectives of our original vision of a true on-demand talent management system was to make it as accessible and intuitive as possible for the average user. Cornerstone’s integrated modules employ a simple, easy-to-use Graphical User Interface (GUI) that allows for intuitive navigation. In addition, every user has a highly graphical Universal Profile. This profile serves as the center of an employee’s universe and enables them to view and complete action items, update their personal information, find colleagues, give and receive feedback, and connect to specific tasks across the talent management suite.

In addition, Cornerstone includes a proprietary reporting engine that comes with over 120 pre-defined reports. These reports can be filtered by date range, user criteria, and more. Reports can be generated and sorted by any Organizational Unit (such as position, division, location, etc.) or a combination of. All reporting is web-based with the option to print or export reports to various formats including Microsoft Excel, PDF, and Text.

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Cornerstone also offers a custom reporting tool, Analytics, which allows authorized users to create highly specific reports from hundreds of available data points. These ad hoc reports are created by applying filters and conditions via simple “drag and drop” capability to present a precise view of desired data. Moreover, authorized employees can access personalized dashboards for quick, graphical views into complex data. Different classes of dashboards can easily be configured with no programming knowledge required.

Custom reports and dashboards can be scheduled at pre-defined intervals, shared with others, and delivered to an FTP site or emailed to the user’s designated account.

11. Describe how Instructors, Managers and Administrators can track a Learner’s progress within a course or Learning Plan. Describe how Learners can track their own progress.

Instructors, managers and administrators can view a learner’s progress directly from their Universal Profile Transcript. In addition, these users may run reports or configure dashboards to display course progress or learning plan progress metrics all from one unified view.

In addition, the development plan view shows the user's overall progress on their development plan. Users can view the details of their development plan, launch training items, update action step progress, view and add comments, and view the plan history.

Users with the proper permissions such as managers and administrators can access several standard reports related to development plans to better help track and monitor progress.

12. Describe your LMS’s ability to apply different rules to enrollment. Provide details on prerequisites that restrict access until they are met, enrollment cut-off dates and waiting lists for filled courses.

Clients can configure their workflows based on your organizational needs whether it’s self-registration, manager assigned registration, or proxy enrollment.

In addition, administrators can assign prerequisites, pre-work, and post-work to training courses. As users request and register for training, Cornerstone automatically checks the user’s transcript for designated prerequisites to ensure that users have met the appropriate requirements for attending or taking a training course. Those users who have not met the proper prerequisites will not be able to register for a training course, but can submit an exception request to their manager in order to waive the prerequisite requirements.

Waitlist functionality is highly configurable at both the Event and Session level. Options include: first come/first serve, first on / first off, and time based releases (i.e., notify waitlist participants one-by-one at intervals defined administratively). Similarly, administrators can manually reorder the priority of the list.

All learning objects can have enrollment cut-off dates.

13. Describe your LMS’s group management function and its ability to apply rules for select groups of Learners.

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Groups are used to create an Organizational Unit based on multiple criteria. The users within a Group are dynamically updated, based on the user criteria, every time the Group is processed. Groups can be used to set availability for learning objects or tasks, to proxy enroll, or to filter for reporting.

Is the Following Specification Offered?	Yes	No
Users can print course rosters	X	<input type="checkbox"/>
Users can download and print course content	X	<input type="checkbox"/>
Instructors can share course content with other Instructors	X	<input type="checkbox"/>
Instructors can view reports showing the time, date and with what frequency a Learner accessed course content and tools	X	<input type="checkbox"/>
Administrators can override prerequisites, cut-off dates and waiting lists	X	<input type="checkbox"/>
Administrators and Managers can automatically assign courses to individuals or groups	X	<input type="checkbox"/>
Administrators can remove individuals or groups from courses or Learning Plans	X	<input type="checkbox"/>
Managers can approve their employees' courses	X	<input type="checkbox"/>
Learners can search for and choose courses	X	<input type="checkbox"/>
Learners can select a particular session of an assigned course	X	<input type="checkbox"/>
Administrators, Managers and Instructors can assign course due dates	X	<input type="checkbox"/>
Administrators, Managers and Instructors can extend or shorten due dates	X	<input type="checkbox"/>
LMS checks for conflicts when scheduling resources (e.g., Instructors, rooms, equipment)	X	<input type="checkbox"/>
Users can receive automatic course notifications for confirmations, changes and cancellations	X	<input type="checkbox"/>
Users can receive "early warning alerts" for urgent notifications	X	<input type="checkbox"/>
Notifications can be customized	X	<input type="checkbox"/>
Certificates are issued upon course completion	X	<input type="checkbox"/>
Learners can print their own certificates	X	<input type="checkbox"/>

F. Assessment & Transcripts (16.5 points possible)

14. Describe how Instructors and Administrators can create quizzes and other assessments in your LMS. If assessments can be imported and exported, describe that function.

Cornerstone's test engine provides administrators with the ability to create, categorize, and deliver tests to meet your training goals. The tests can be delivered as stand-alone learning objects, or can be associated with any variety of learning objects contained in Cornerstone. Pre and post-course tests, prerequisite assessments, and certification programs can be developed using the test engine.

The Question Bank can be used to create, store and repurpose custom test questions. The question bank is organized by category and provides administrators the ability to view the categories; view question item analysis; and filter questions by ID, Question, Question Type, Category, Active status, who the question was Created By, and Added By.

In addition, Cornerstone Surveys provide you with the power of the Evaluation tool free from the restriction of tying your survey to a course. The variety of question types and response formats allows information to be captured in a variety of ways. Reports on survey responses can then be generated for

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each task or for recurring surveys over time. Use surveys to help you collect hard to capture information such as interest in employee developmental opportunities or a skills survey for new job positions.

15. Describe your LMS's transcript function and the access that Administrators, Managers and Learners have to transcripts.

Once logged in, the user is presented with a personalized learning portal, which includes a customized transcript that contains their entire learning history.

This transcript also provides several options to register, launch, select, withdraw, renew, and complete training. The transcript displays the status of each training item requested by, assigned to, or required of the user. The status column on the transcript allows users to determine if the training is pending, approved, denied, and many other potential stages. Depending on the status, users can register, launch, and perform a variety of other training functions directly from the transcript. Users have the ability to print their transcripts as well. Users can easily archive and de-archive training items as needed.

Users with proper rights and permissions (e.g., managers, HR administrators) can access transcript reports of users. In addition, from their Universal Profile, managers have a highly graphical view into their employees and their ongoing activities. Managers can easily view their direct and indirect report's transcript. The manager will see the title, due date, and status. If the manager has permissions, they will see an options column where they can remove the learning object from the user's transcript as well.

16. Describe how Users can use your LMS's transcript function to track education courses completed outside the LMS.

Users can add informal, adhoc, and external training to their transcript. Once entered onto the transcript this information becomes searchable and reportable for analytical reporting. Managerial approval is required before an item will be added to the user's transcript. In addition, managers can assign external training to a direct or indirect report.

Is the Following Specification Offered?	Yes	No
Assessments can be timed	X	<input type="checkbox"/>
Assessments can restrict the number of possible attempts	X	<input type="checkbox"/>
Assessments can be taken before and after the course to compare baseline and learned knowledge	X	<input type="checkbox"/>
A transcript can be imported from another system	X	<input type="checkbox"/>
A transcript can be exported to another system	X	<input type="checkbox"/>
A transcript reflects class duration/hours	X	<input type="checkbox"/>

G. Content Organization, Creation & Customization (22 points possible)

17. Describe your LMS's course creation function.

Cornerstone offers a Learning Content Management System (LCMS) to author, publish, and deploy media-rich content. With pre-loaded templates and authoring, test, assessment, and collaboration tools,

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you can design configured, SCORM compliant courses with ease. Cornerstone Learning's Test Engine allows you to create knowledge tests and incorporate them into the curriculum, or use them as pre- or post-training assessments. A Course Publisher is also included for trainers to create and upload courses directly to Cornerstone.

In addition, all industry recognized authoring tools are supported, including but not limited to Lectora, Articulate, Captivate, Dreamweaver, Flash, and WYSIWYG/HTML programming tools. Cornerstone also works with non-standards compliant content providers to provide basic tracking functionality.

18. Describe the ability of your LMS to customize a course. Provide details on notifications and the ability to attach files.

The initial creation of a "Learning Object" (course) and "Session" (class) follows an easy-to-use workflow that guides the administrator through each step of the process. Alternatively, the administrator may copy an existing course or class and then edit the necessary information to align with the new Event or Session. This process allows administrators to avoid re-inventing the wheel every time a new instance must be created or scheduled. For example, the Event can remain constant so that the administrator has the flexibility to schedule and repeat the same learning experience an indefinite number of times, without ever re-entering the basic course information.

Administration is supported through automatic email notification. This tool sends email confirmations, notifications, reminders, and promotional emails based upon specified action triggers. Email tags can be included in email templates that allow you to automatically substitute specific information, such as the user's name, the approver's name, the price of the training, the date of the request, etc., in any new email created. Emails can be set up to go out to specific users as well as users in specific roles. Email notifications can include attachments. In addition, once registered, users will have access to all relevant materials associated with the course straight from their personal learning portal.

19. Describe how content can be imported and files uploaded from outside your LMS to create a course. Provide details on the different types and size of files that can be included in a course.

Click here to enter text. Cornerstone's Course Publisher allows administrators to effectively manage content by uploading, validating, and integrating SCORM and AICC courses into the application. The Course Publisher allows administrators to upload a new version of a course as well as replace files in existing publications. Up to 100 AICC courses or 200MB of SCORM courses can be zipped together and uploaded at once. Individual SCORM courses which exceed 200 MB in size may require upload by Cornerstone.

20. Describe your LMS's ability to host and/or create customized multimedia files in courses.

The following file types can be uploaded into the application: .jpg, .jpe, .jpeg/ image, .gif/image, .png/ image, .bmp/ image, .txt/ text plain, .docx/ word document, .dotx/ word document, .doc/ word

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document, .dot/ application/ms-word, .xlsx/ excel, .xls/ excel, .pptx/ powerpoint, .ppt/ powerpoint, .ppsx/ powerpoint, .pps/ application/vnd.ms-powerpoint, .pdf/ application, .vsd/ application, .wma/ audio/x-ms-wma, .mp3/ audio/mpeg, .wav/ audio, .mid/ audio/midi, .html/ text/htm, .htm/ text/html, .swf/ application/shockwave-flash, .avi/ video, .mpeg/ video, .mpg/ video, .wmv/ video, .m4v/ audio, .m4a/ audio, .flv/ video, .png/ graphic, .arf/ webex recording, .mpp/ ms project, .rtf/ rich text format, .msg/ outlook mail message, .rm/ application/vnd.rn-realmedia.

Is the Following Specification Offered?	Yes	No
Courses of similar subject matter can be grouped	X	<input type="checkbox"/>
Courses can be created in advance and released on a selected date in the future	X	<input type="checkbox"/>
Rich Text editor for course creation	X	<input type="checkbox"/>
Lesson plan templates	X	<input type="checkbox"/>
Course Glossary	X	<input type="checkbox"/>
A course can have different, customized content in multiples sessions on different dates and times	X	<input type="checkbox"/>
E-Textbooks can be integrated into a course	X	<input type="checkbox"/>
External Web links can be included in a course	X	<input type="checkbox"/>

H. Communication & Collaboration Tools (16 points possible)

21. Describe your LMS's internal communication and collaboration tools.

Cornerstone Connect is a powerful collaboration platform that engages employees and puts information and resources at their fingertips, so work gets work done better and faster. Putting everything employees need to know to do their jobs in one, always-available place with real-time connectivity helps employees work smarter and maximize work performance. Cornerstone Connect includes these collaborative highlights:

Live Feed - Keep your employees in sync with what's going on in the workplace and on their teams. Let individuals share real-time news and information that is critical to keeping teams aligned and getting work done.

Communities - Connect individuals with their peers and subject matter experts to keep ideas flowing and projects moving. Employees share and collaborate on best practices, and in the process, build stronger teams.

Task Management - Teams should not have to go to multiple places to stay up-to-date on their projects. Let employees manage and assign tasks in one place, so they can focus on work instead of processes. Teams collaborate on projects and goals, and can track progress and projects holistically.

Social Feedback - Employees can see social feedback from their managers and peers. Employees can also award badges to other users on that user's Feedback page. The user will be able to choose the badge (as configured by your client administrator) that best represents the person's accomplishment. Badges can even be assigned point values as determined by the administrator.

Collaborative Learning - Make workplace learning work. In conjunction with Cornerstone Learning, create targeted cohort programs, led by subject matter experts, to deliver impactful learning, at scale. Engage your learners and bring teams together to apply their knowledge to real-world scenarios.

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Cornerstone Connect is exactly what modern organizations need to remain agile and competitive in an evolving marketplace. Connect employees to each other and those who impact their daily success, and accomplish more together.

22. Describe any discussion boards offered by your LMS. Provide details on Users' ability to attach files or links in discussion boards.

Discussion forums can be created within the Cornerstone solution and monitored by Administrators. Chats and forums can be assigned to specific users around appropriate topics and used as learning resources and collaboration points for learners across the organization.

Expert Q&A is an Expert Query tool to align subject matter experts with those seeking expertise. Additionally, social networking elements such as blogs, podcasts, wikis, and discussion forums can be imported and published as part of a curriculum or made as pre/post work.

23. Describe your LMS's ability to support foreign languages, including courses that may teach a foreign language.

Localized settings for languages, time zones, and currencies enable the application to be effectively deployed and used across the globe. Cornerstone currently supports 42 languages including: Arabic (Saudi Arabia) ; Bahasa (Malaysia); Bulgarian (Bulgaria); Chinese (China); Chinese (Traditional); Croatian (Croatia); Czech (Czech Republic); Danish (Denmark); Dutch (Netherlands); English (Australia); English (UK); English (US) – Default; Estonian (Estonia); Finnish (Finland); French (Canada); French (France); German (Germany); Greek (Greece); Hebrew (Israel); Hungarian (Hungary); Indonesian (Indonesia); Italian (Italy); Japanese (Japan); Korean (Korea); Latvian (Latvia); Lithuanian (Lithuania); Norwegian (Bokml); Polish (Poland); Portuguese (Brazil); Portuguese (Portugal); Romanian (Romania); Russian (Russia); Serbian (Latin); Slovakian (Slovakia); Slovenia (Slovenia); Spanish (Latin America); Spanish (Spain); Swedish (Swedish); Thai (Thailand); Turkish (Turkey); Ukrainian (Ukraine); Vietnamese (Vietnam).

Courses that may teach a foreign language can be deployed like any other learning object.

Is the Following Specification Offered?	Yes	No
Instant message or chat tool	X	<input type="checkbox"/>
A display board for Instructors to use during courses	X	<input type="checkbox"/>
Audio conference tool	X	<input type="checkbox"/>
Features that allow for work on group projects	X	<input type="checkbox"/>

I. Security & Integration with Web Services & DHS Applications (15 points possible)

24. Describe your LMS's User privacy controls.

Security is of paramount importance to Cornerstone due to the sensitive nature of employee data. We designed our solution to meet rigorous industry security standards and to assure clients that their sensitive data is protected across the system. We ensure high levels of security by segregating each client's data from the data of other clients and by enforcing a consistent approach to roles and rights

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within the system. These restrictions limit system access to only those individuals authorized by our clients. We employ multiple standard technologies, protocols, and processes to monitor, test, and certify the security of our infrastructure continuously.

25. Describe your LMS's system-wide security features and any history of unauthorized security breaches.

Cornerstone is entirely rights and roles-driven. The application features hundreds of security permissions, related to thousands of features, which can be configured to roles or individual users. For example, general rules may be established for certain types of administrators, but each user may also be granted their own unique permissions.

These permissions are all stored as part of the user's information. Hence, users only see what they have been given permission to see. As such, their view to data in the system is constrained by their specific availability rights. Security roles are fully managed by the client. Cornerstone has never had a security breach.

Cornerstone maintains an audit history for user record changes, learning object changes, task completions, and other functionality throughout the application

26. Describe your LMS's ability to integrate with outside applications.

Cornerstone's open-system architecture allows easy integration with other interfaces. We have significant experience integrating the application to client HRIS, ERP, and CRM systems for both ongoing user data and historical data loads. Our application does not require integration with any specific system or version. We are system agnostic. The requirement is that DHS can provide data based on our data specifications. Our data integration consultants will assist DHS in determining the best method of integration to meet your business objectives.

Most data feeds inbound or outbound are exchanged via Comma Separated Values with a specified column, type, and length designation as defined in our Technical Specifications. We also encourage web services integration and XML data exchanges as needed.

Once the feed process is set up, we schedule a job to automate the retrieval and loading of your data. A log file is maintained and sent to you, providing the results of the load. Cornerstone can have the system push/pull information on whatever basis is necessary (e.g., nightly, weekly, monthly).

To transfer data to or from your system, Cornerstone supports SFTP (FTP over SSH) and FTPS (FTP over TLS). File transfers are secured using SFTP or FTPS encryption. Cornerstone's team also has extensive experience utilizing web services to transmit data to and from multiple database environments. For web services, Cornerstone uses the industry accepted Simple Object Access Protocol (SOAP) to accept data replicated from an ERP. SOAP is based on eXtensible Markup Language (XML) and standard internet protocols. A SOAP Client API is required to formulate method invocations that set data in Cornerstone. Data is retrieved in XML format. In addition, Cornerstone has available a number of out-of-the-box API's as functionality exposed as web services through Cornerstone Edge.

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Cornerstone Edge Integrate is the foundation of our Platform-as-a-Service (PaaS) offering. Edge enables organizations to quickly and easily integrate their Cornerstone system with other workforce systems. This includes learning tools, such as WebEx and GoToMeeting, and social tools, such as Facebook and Twitter. With Cornerstone Edge, both technical and non-technical users also have the flexibility to create new applications to customize your user experience, extend your talent data, or tailor features for your unique business needs.

Edge Integrate provides our clients and partners with a flexible way to extend Cornerstone to other applications without the complexity and cost of building and maintaining custom integrations.

Marketplace

- Access Marketplace directly from your Cornerstone portal
- Browse a directory of prebuilt integrations
- Try integrations before committing to a purchase
- Purchase integrations that address your unique needs
- Filter to quickly view integrations by product and functionality

Manage Integrations

- Manage your trial and purchased integrations from our Marketplace
- Configure your integrations with intuitive tools directly from your Cornerstone portal
- Roll out the new functionality to your organization when you're ready
- Enable or disable integrations anytime

J. Training & Customer Support (25 points possible)

27. Describe available materials and/or courses that teach Users how to use your LMS.

Cornerstone provides users with materials that empower them to use the system.

To support users, Cornerstone has an extensive online help system embedded in the application. The context-sensitive (rights-based) help system is designed to show the respective tutorials based on the area of the system the user is in, as well as the user's associated rights.

There are separate *Online Topics* sections for administrators, managers, and end users. These topics can be downloaded and/or printed.

Users can browse topics through the table of contents or can search by keyword and phrases. Search results are sorted by rank, putting the most relevant topics at the top. Users also have access to an index tab and a glossary that contains a list of commonly used terms and their definitions. Users can save searches and topics to a *Favorites* folder to allow for quicker reference related to functionality that they use on a regular basis.

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Administrators can also access the *OnDemand Support* section. The information contained within this section provides instant answers to top questions, templates, and recommendations on how to use various functions of the system.

In addition, inline videos are available on select administration pages. These videos provide a simple and visual demonstration of how to use popular administrative functions. The videos are available directly on the page, making the information easy to view while using the page.

28. Describe the training your LMS offers for Administrators.

Our Cornerstone University Services team provides consulting, training, and performance support tools to enable clients to learn and use our talent management solutions successfully. We offer a blended training approach to accommodate different learning styles.

This approach is designed to meet individual learning needs, whether the trainee has five minutes or five days. The self-regulated learning approach supports heavy interaction or independent learning.

Online Administrator Training

System Administrators have full access to our comprehensive online course library covering all aspects of the Cornerstone system included in the Client Success Center. These self-paced courses include:

- Full step-by-step system demonstrations
- Best practice, process, and workflow suggestions
- Searching, highlighting
- Bookmarks
- Skill checks
- Full audio and closed captioning

Optional follow-up training

Clients may also wish to supplement the Core Package with additional training. We have included in our proposal a two day live onsite, training taught from our training portal. Another option is our new public training to learn the “essentials” of the system. In the near future we will be offering our Virtual ILT Program that comes with a multitude of offerings in up to 4 hour chunks of learning.

These additional training offerings include deep dives, demonstrations, and hands-on activities as well as specialty topics focused on a subset of functionality specific to your team’s needs and your implementation.

Additional services

Our training consultants also offer additional services to clients including:

- Additional onsite or private webcast training – standard or custom
- Custom online system courses for end users and managers
- Custom user guides and quick reference cards
- Train the Trainer Package
- Template Design Packages for custom pages

These services are scoped per project.

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29. Describe your LMS's helpdesk support. Provide details on response times, problem escalation and resolution.

Cornerstone is committed to providing clients unparalleled support to maximize our solutions. The Global Product Support team is focused on ensuring the day-to-day success of your Cornerstone solution owners and administrators by:

- Providing frontline support on feature/function questions to ensure your effective use of the application
- Conducting initial diagnosis on technical issues
- Managing the scoping, tracking, and delivery of requests for standard engineering services through a case
- Communicating with you on the progress of any product issues through to resolution
- Researching complex issues with internal subject matter experts to provide you with solutions

DHS will have 24x7 access to self-service resources in the Cornerstone Client Success Center, an online knowledge base and customer community. Here you can self-assist or seek best-practice advice from Cornerstone subject matter experts and peer organizations.

Cornerstone offers four support packages with varying levels of access, availability, and services for a wide range of organizations. Professional support (which the majority of our clients use) is included in the software subscription fee at no additional cost and includes 24x5 live support during the week. In addition, clients can submit an unlimited number of cases and have 24 hour visibility to those cases through our online portal, MySuccess.

For those clients who have complex, business-specific requirements that require more comprehensive support for a globally distributed workforce, we also offer a Professional Plus, Premier, and Premier Plus support package (at an additional cost). Depending on the package chosen, services can include named Support Specialists, enhanced service levels, and 24x7 live support.

We have included our Professional Support Standard SLA which includes detailed information on response times, problem escalation and resolution:

Professional Support Package

The Professional Support Package is geared to support and enable a client to successfully meet their business objectives via use of the Cornerstone application. This is the package of choice for the majority of Cornerstone's clients and is included in your subscription agreement.

Clients with the Professional Support package will enjoy the following support benefits:

Application Functionality: General guidance intended to ensure the effective use of the Cornerstone application.

Application Issue Management: Analysis, tracking, communication and resolution of production-related application issues.

Service Request Management: Managing the scoping, tracking and delivery of Service Requests,

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which are requests for standard engineering services.

24/7 access to our Knowledge Base and Cornerstone Success Center: Clients will have around the clock access to self-service resources such as the online Knowledge Base and to our customer community in the Cornerstone Success Center where they can self-assist or seek best-practice advice from Cornerstone Subject Matter Experts and peer organizations.

SERVICE LEVEL AGREEMENT (STANDARD)

This Service Level Agreement is subject to the terms and conditions of Client's agreement with Cornerstone (the "Agreement"), and does not become operative until Client has signed off on Implementation and Client's portal is live on Cornerstone's production environment. For clarity, this Service Level Agreement applies only to "live" portals.

DEFECTS

A "Defect" is a technical defect with the Cornerstone application and/or those portions of software integrations within Cornerstone's control. Defects fall into two general categories: major (Severity 1 and Severity 2) and minor (Severity 3). The "Severity" of a Defect is determined by Cornerstone, subject to the following definitions and parameters.

Major Defects

Severity 1 (S1): A Defect that results in at least one of the following: (i) the Cornerstone URL produces no results, or (ii) Client's authorized users cannot log in to Cornerstone's application after repeated attempts. "Severity 1" does not include downtime for maintenance.

Severity 2 (S2): A Defect that results in any of the following: (i) an entire application module (e.g., Learning Cloud, Performance Cloud, Extended Enterprise Cloud, etc.) is inaccessible; (ii) no course is being delivered; (iii) no queue will process any transactions; (iv) no report within the application produces any data or the data has not been refreshed in fewer than twenty-four (24) hours; or (v) no tasks will launch.

Minor Defects

Severity 3 (S3): A Defect in one or more application features. For "Severity 3" Defects, Client determines its priority in having the Defect resolved (i.e., Priority 1 (P1), Priority 2 (P2), or Priority 3 (P3)). Any issue not clearly labeled "Priority 1" or "Priority 2" by Client at the time of initial submission will be deemed a "Priority 3" issue.

As a guideline, below are some examples of the three priority levels:

Priority 1 = A prominent feature I routinely use that is important to my business, where multiple users are prevented from progressing with important tasks. There is no work-around. "I get mad whenever I think about it not working." *An example: The submit button on a task is greyed out and a user cannot submit a performance review.*

Priority 2 = A feature that is annoying when it doesn't work, but multiple users are not prevented from progressing with important tasks. A work-around exists. "I get annoyed but can deal with it not working." *An example: Users' transcripts do not accurately reflect course*

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completions. A temporary work-around is available via Cornerstone manually running reports for the client to access this data.

Priority 3 = A feature issue that is neither Priority 1 nor Priority 2, including without limitation, cosmetic issues with the application. "I can deal with it." An example: An image is scaled too large on certain printed transcripts.

GENERAL QUERIES

Cornerstone endeavors to respond to all general queries about the application within one (1) business day.

OFFLINE PLAYER SUPPORT

For Offline Player, Cornerstone support is limited to **troubleshooting one model PC in the client's environment that meets the minimum technical requirements specified by Cornerstone** (available in the Cornerstone Success Center). It is the responsibility of the primary administrator to ensure all other machines in their environment conform to the model PC requirements. Should the client desire troubleshooting assistance with issues other than on the model PC, Cornerstone may be available to provide support services for an additional fee.

Cornerstone will periodically release new versions of Offline Player. Accordingly, technical support will be available for the then-current version and immediately prior version only. In addition, if a code change is required to resolve the issue, the client may be required to upgrade to the then-current version of Offline Player. The primary administrator is responsible for ensuring that the Offline Player is kept up-to-date, including applying available software updates.

The client agrees to provide WebEx access (or other means of remote diagnostics) to the model PC upon request to aid troubleshoot efforts.

SOFTWARE AVAILABILITY

Cornerstone will provide at least 99.5% availability per calendar month to Software (excluding reasonable and scheduled maintenance periods, which usually occur at or after 5:30pm US Pacific Standard Time on Fridays). In the event that Cornerstone has not complied with this Software availability obligation, then, for each 0.3% (or portion thereof) of availability below 99.5%, Client will be entitled, as its sole and exclusive remedy therefor, to a credit** against Client's next invoice equal to 1/365th of the annual fees for Software set forth in the Agreement.

**To claim a credit, Client must submit a credit request within thirty (30) days of the event giving rise to a credit. Upon receiving the request, Cornerstone shall have five (5) business days to respond.

30. Describe your LMS's installation and implementation support. Provide details on the hours of availability and levels of support.

Cornerstone has proposed our Hybrid 1,2,3 LIVE/Enterprise implementation for Allegheny County. The 1,2,3 live Methodology is, proven, prescriptive & methodical. It is a 3-phase approach designed for rapid implementation which will enable the County to be fully implemented in a much more rapid fashion than our traditional Enterprise implementation model.

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The method provides templates for deliverables in the three weeks of the project including a Configuration Workshop/Boot Camp (Phase 2) onsite at Allegheny DHS. We deploy our solution virtually for two phases (Phase 1 and 3) and in person for a week (Phase 2).

In order to ensure a successful implementation, we assign an Implementation Consultant and Engagement Manager who will work with the team at Allegheny County to ensure a successful project. Some of the things the County will need to do in preparation for implementing Cornerstone Learning are:

- Define Project Team
- Self-Register in Success Center
- Access Client Success Center
- Begin Online Training
- Attend Technical Workshops
- Attend Onsite Kickoff and Workshops
- Complete Discovery Survey
- Aid in coordination of workshops

It is important that new clients complete the required Phase 1 training before beginning Phase 2 (Bootcamp/Configuration Workshop).

This training improves understanding of the implementation process, enhances efficiency and gives greater visibility into 1,2,3 LIVE!.

Key Project Milestones:

Phase 1: Discovery and Preparation

- » Internal Change Management
- » Complete Discovery Questionnaires and Success Criteria
- » Attend Sessions
 - Discovery Workshop Session
 - Technical Workshop
 - Boot Camp Check-In
- » Client completes Online Admin Training
- » Cornerstone builds mock configuration in pilot site

Phase 1 focuses on the preparation for production configuration during Boot Camp. Through the Cloud and Integration Discovery we are able to assess and understand your unique organizational needs and priorities. This intensive phase of preparation ensures that every client completes their required training as highlighted in their cloud specific training plan, attends all scheduled Implementation calls, organizes data in the correct format, and is ready to for Cornerstone resources to come onsite for the Configuration Workshop/Boot Camp.

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We use a variety of input methods, including discovery questionnaires, in order to design the solution that best meets your distinct talent management needs. You'll remain intimately involved throughout the Boot Camp, testing each configuration, and driving the best possible decisions to meet your business requirements.

Phase 2: “Boot Camp” Configuration Workshop

- » Day one: Configuration Workshop/Design
- » Client completes all configurations in production
- » Daily copy downs are arranged to test production configurations
- » Client begins UAT test scripts

The Boot Camp consists of an entire week with a Cornerstone Implementation Consultant and Engagement Manager onsite in Allegheny County. The session is module specific and allows for each client to have a unique agenda to meet their business priorities. The Boot Camp agenda is consultant driven in order to keep the project moving forward.

During day one of the Boot Camp, the Implementation Consultant will work to communicate each daily goal and set configuration expectations for the week. The Boot Camp offers high touch implementation guidance and exposure to the product so that the implementation configuration decisions can be made on-site. The other four days of the Boot Camp are designed to best meet each client’s priorities and go-live date.

Phase 3: User Acceptance Testing

- » Client conducts UAT and completes UAT test scripts
- » Finalize data load and feed automation
- » Transition Call (Configuration Wrap-Up and CSM Introduction)
- » Go Live deployment and service adoption

During Phase 3, User Acceptance Testing, clients are given User Acceptance Scripts in order to test configuration scenarios. The client meets twice a day with their Implementation Consultant in order to drive the project and have any questions answered. This phase is used in order to further test and validate the configurations completed during Boot Camp.

Our Relationship Model – Three Levels

Cornerstone has proven a three-focus relationship model that contributes to our continued 95% client retention rate. Throughout our partnership we believe there are multiple conversations taking place regarding business impact, solution strategy, and configuration. We have aligned team members in each of these three areas. DHS will be assigned an Account Manager (Frank Corsaro), a Client Success Manager, and will have access to our team of Global Product Specialists.

Your Account Manager is focused on your business drivers and partnering with Executive Sponsors to ensure value realization in alignment with overall business goals and strategy. Global Product Specialists

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are available to answer feature/function questions posed by system administrators as part of their general support and ongoing configuration of the solution.

A **key differentiator** in our support and service capability is the role of the Client Success Manager (CSM). They are charged with “waking up every morning and making our clients happy and successful.” We have brought in long-time HR/EPM/L&D practitioners to work directly with clients on maximizing the value of their investment in Cornerstone. Each CSM works with their clients to understand their business, key processes, and proactively support their ongoing utilization and success with the application. Client Success Managers are responsible for product utilization, client engagement, and overall satisfaction of their clients.

The CSM makes a series of recommendations and develops an action plan to ensure the continued alignment of support to client process to ensure a high level of user adoption and overall success. CSMs manage and facilitate best practice series webinars, regional user groups, special interest groups, communities of practice, and general information sessions. These networking opportunities in conjunction with 1-on-1 proactive support ensure our clients get the most out of the Cornerstone solution.

We believe this relationship approach to client support and client success has contributed directly to our high client retention rate and high rankings for client satisfaction in independent research studies.

Client Success Program

Core components of Cornerstone’s Client Success Program include:

- **Client Success Framework:** The Framework is a time- and role-based, cross-functional and cross-geographical model outlining the activities that are critical for client success at key milestones throughout the client lifecycle – from selection and implementation through go-live, adoption and optimization. This consistency allows the company to lay out a “success roadmap” for both Cornerstone’s employees and its clients.
- **Client Success Services:** As noted above, staffed with industry and Cornerstone solution experts, the Client Success Services team collaborates with clients to provide hands-on, contextual support for optimizing the use of – and investment in – Cornerstone’s software. The team also offers strategic counsel and expert guidance to help clients establish best practices and align programs with business goals.
- **Cornerstone Success Center:** This online community, with over 13,000 members, allows our clients to learn the product, connect and collaborate with others, resolve product and technical questions, and grow as professionals and users of the Cornerstone solution. Clients can also provide product suggestions and access information on current, past and future Cornerstone releases.
- **Global Client Satisfaction:** Cornerstone continuously measures client satisfaction in real-time, at all levels of the relationship. This allows us to leverage our clients' feedback for improving processes and addressing specific needs. We measure client satisfaction throughout the entire client lifecycle; this includes a process for taking real-time action to ensure responsiveness at the highest level.

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Client Adoption and Engagement

Cornerstone Client Success Managers (CSM) are responsible for partnering with clients to ensure solution utilization, engagement, and overall client satisfaction. To support these three areas CSMs meet at regular intervals with clients to discuss product utilization metrics, continued opportunities, and make configuration and process recommendations to continue to optimize the solution. Client Success Managers also facilitate:

- Communities of Practice – Collaborative forums where clients connect and discuss how to best leverage the solution.
- User Groups – Regional networking events for clients. The agenda is determined by the client attendees and facilitated by the client co-chair and the CSM.
- Special Interest Groups – Senior/Executive level forums for clients to discuss business process, practices, and challenges within their specific industries. Cornerstone has a robust public sector client interest group.
- Product Advisory Councils - Provide a structured, interactive platform for select senior-level Cornerstone clients to engage with Cornerstone product management by providing feedback on and influencing future product direction.

31. Describe your LMS's regular maintenance procedures. Provide details on updates, typical update cycles, notifications and database problem support.

Downtime is scheduled for planned quarterly releases at least 4 months in advance and deployed during off-peak hours, typically 8:30PM EST Fridays to 1AM EST Saturday (4.5 hours). Patch fixes typically occur every two weeks between 8:30PM EST and 12:00AM EST. The typical downtime for a patch deployment is approximately 10 minutes.

Client administrators can access a calendar of upcoming release and patch dates at any time through our client portal, Success Center. In addition, multiple email reminders are sent in advance. Cornerstone follows a comprehensive release process designed to ensure the successful learning, testing, and adoption by our clients. Approximately six weeks prior to release, clients will receive a release summary with a list of the new functionality to be released, including descriptions and benefits. The following week, images of the highlights and changes are posted to our client portal. Three to four weeks prior to release, training videos are available as online courses. This is followed by Draft Release Notes, which are detailed guides to the new functionality.

At this time, clients will be invited to participate in User Acceptance Testing. Every client is welcome to join the testing process.

Two to three weeks prior to the release, live webcasts will be held to promote new features, answer release questions, and highlight impacts. On the day of the release, the Final Release Notes will be posted. The week after the release a live webcast will be conducted to close out the guided release cycle. It includes demos, highlighted impacts, and the quarterly tech update from our Chief Technology Officer.

K. Reporting (5 points possible)

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32. Describe your LMS's reporting functions. Provide details on the types of reports, export formats and how User access can be customized.

Cornerstone includes a proprietary reporting engine that comes with over 120 pre-defined reports. These reports can be filtered by date range, user criteria, and more. Reports can be generated and sorted by any Organizational Unit (such as position, division, location, etc.) or a combination of.

All reporting is web-based with the option to print or export reports to various formats including Microsoft Excel, PDF, and Text.

Cornerstone also offers a custom reporting tool, Analytics, which allows authorized users to create highly specific reports from hundreds of available data points. These ad hoc reports are created by applying filters and conditions via simple "drag and drop" capability to present a precise view of desired data.

In addition, authorized employees can access personalized dashboards for quick, graphical views into complex data. Different classes of dashboards can easily be configured with no programming knowledge required.

Custom reports and dashboards can be scheduled at pre-defined intervals, shared with others, and delivered to an FTP site or emailed to the user's designated account.

L. Competency Management (15 points possible)

33. Describe your LMS's ability to offer a User Competency management function.

Cornerstone allows for the creation and management of custom single- or multi-level competency models, based on any number of categorized items, behaviors, and associated developmental activities. Identified skill gaps can lead back to Cornerstone Learning with training activities designated to enhance an employee's performance.

During implementation, Cornerstone will help upload any pre-existing competency models that client may have. Once uploaded into the application, clients can modify all competencies including the competencies associated in the model, rating models, target scores and any training activity associated to address skill gaps.

34. Describe how your LMS's User Competency management function can track data for a User's performance evaluation and career planning.

Cornerstone Learning includes Competency Assessment Banks/Tasks and Development Plans.

Cornerstone Performance (which is tightly integrated with Cornerstone Learning) allows clients to easily identify competency and skill gaps within your organization through online 360°, 180°, self-assessments, and custom-built competency models.

The application allows for the creation and management of single- or multi-level competency models, based on any number of categorized items, behaviors, and associated developmental activities.

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Custom rating scales, in terms of type and design, can be created by DHS without any programming knowledge. These scales may be numeric, alpha, text, or item-based.

Client administrators have complete access to the creation of appraisal templates including the ability to control section order, assessors, workflow, etc. Administrators can copy and edit the appraisal template including re-ordering the sections, changing the questions, and much more.

Cornerstone performance is also fully integrated with HRSG and Lominger competencies where are described below.

In conjunction with Cornerstone Succession, Career Paths allow an employee to search potential paths for career development within your organization. Employees can view the job's description, responsibilities, and requirements. They can also view the specific set of skills and competencies required for success in that position and compare their current competency profile with the required state.

Gaps can be addressed proactively by training and development activities present in the catalog (or external training). Further, a specific Development Plan can be created with this career path in mind. Employees can work collaboratively with managers to develop a plan to meet career goals within the organization.

35. Describe your LMS's ability to define, group and link Competencies.

As mentioned above, Cornerstone allows for the creation and management of custom single- or multi-level competency models, based on any number of categorized items, behaviors, and associated developmental activities. Identified skill gaps can lead back to Cornerstone Learning with training activities designated to enhance an employee's performance.

M. Organizational Experience (10 points possible)

36. Describe your organization's experience working with and providing LMS for government entities.

Cornerstone OnDemand has industry experience and expertise working with hundreds of government entities across the country and has proven performance methodologies and best practices to effectively implement, deliver, and drive user adoption across multifaceted government organizations. We enable organizations like the Allegheny County Department of Human Services to meet the challenges they face in empowering their people and maximizing the productivity of their human capital.

Cornerstone OnDemand is a leading global provider of a comprehensive talent management solution delivered as software-as-a-service (SaaS). Over 25 million users across 191 countries and 42 languages use our service every day making our community one of the largest and fastest growing SaaS subscriber bases in the world. Our community includes government and private entities such as the Florida Department of Highway Safety and Motor Vehicles, who chose Cornerstone Learning to replace their SumTotal LMS this past February, the US Department of Treasury, South Carolina Department of

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Transportation, The Department of Housing and Urban Development (HUD), State of Nebraska, State of Maryland, City of Columbia South Carolina, State of North Carolina, Los Angeles Unified School District, the Allegheny County Airport Authority, The Shaw Group, Starwood Hotels & Resorts Worldwide Inc. – all of whom have selected and implemented Cornerstone OnDemand in the last 36 months.

Cornerstone’s unified talent management platform is fully integrated, self-configurable, and supports some of the largest enterprises in the world. Cornerstone is the only major talent management system to be built organically as a whole – one user interface, one support model, one data model, one system- providing greater value. Our approach through organic cloud solutions and services ensures that our clients recruit, train, and manage people most effectively.

Awards and Recognition

In the last couple of years, we have seen the publication of a series of well-known vendor and market studies from the leading technology analyst firms:

1. [2015 Gartner Magic Quadrant for Talent Management Suites](#)
2. [IDC MarketScope: Worldwide Integrated Talent Management 2014 Vendor Analysis](#)
3. [The Forrester Wave: Talent Management, Q1 2013](#)

Within each of these major reports, Cornerstone OnDemand has been recognized as a “Leader” (highest possible ranking). This research covers a wide spectrum ranging from standalone performance and learning management systems to fully integrated talent management suites covering all aspects of the employee lifecycle. These flagship industry analyst reports published have identified Cornerstone OnDemand as a market “leader” among talent management vendors. And not just once - over the past half a decade and growing.

Specific strengths identified by the analysts include:

- Significantly [above-average satisfaction with the vendor-customer relationship](#) (Gartner 2015);
- Solid customer references and customer service (IDC 2014);
- A natively developed suite with a high degree of configurability (Gartner 2015);
- Best-in-class learning/performance (Gartner 2015);
- Strong mobile support (Gartner 2015);
- Good use of social and game mechanics to engage employees (Gartner 2015);
- Streamlined, attractive user experience (IDC 2014);
- Non-learning modules are equally robust and capable of being offered alone (IDC 2014);
- One of very few talent platforms that is entirely organically built (IDC 2014);
- Flexible/adaptable products (Forrester);
- A “forward-looking company” (Forrester);
- Strong momentum with orgs of all sizes (Gartner 2015);
- Significant investment in non-US localization (Forrester); and
- Our true multi-tenant Software-as-a-Service architecture delivers real scalability (IDC 2014).

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These independent, objective research reports serve as further validation that Cornerstone is leading the way when it comes to talent management.

Moreover, Cornerstone is arguably the only [pure-play Software-as-a-Service](#) (SaaS) vendor and the only [Talent Management Specialist](#) to receive the highest rankings from all the leading studies in our industry. That's an important distinction in a market crowded with HR generalists and jacks-of-all-trades. Other companies may be rushing to reconcile their acquired product portfolios and make the switch to SaaS, but Cornerstone has been there from the beginning.

37. Provide an example of how your organization customized an LMS for a satisfied customer.

Cornerstone supports a very high degree of customization without any need for custom programming or special interfaces. What might be considered “customizations” within traditional, client-server applications are simple “configurations” within Cornerstone. Configuration to make the application match a client’s specific organizational structure, terminology, workflows, security and roles, and approval structure are all configured during the implementation process. All further configurations may be made by clients at any time without the need to call Cornerstone for support. Administrators are presented with an extensive set of web-based administrative controls which enable them to easily configure graphics, colors, key words, layout, and business rules.

So while we do not have a specific story to tell about a customer customization we do want to share a story about the Wayne County Airport Authority and their experience using the Cornerstone OnDemand system:

Industry: State and Local

Region: Midwestern United States **Employees:** 650

Live Since: 2010

Business Impact: Ensured business continuity, equipped employees with learning opportunities, realized training costs, received recognition from FAA

Why Cornerstone

The Airport Authority began the search for an integrated talent management system, one designed to align goals and calibrate performance data, integrate learning and employee development, and streamline succession planning. “More than anything, we were looking for a system that was flexible,” said Gale LaRoche, vice president, human resources for Wayne County Airport Authority.

Cornerstone’s ability to integrate with and support the Airport Authority’s existing talent management processes were key factors in the vendor selection process, as were positive peer referrals. Cornerstone provided us referral clients to speak with, so we were able to hear endorsements during our selection process,” said Mary Mullally, HR project manager for Wayne County Airport Authority. “Those referrals helped us make the final decision to work with Cornerstone.”

The Results

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Ensured business continuity through performance and succession management. With Cornerstone Performance, the Airport Authority can easily track and evaluate performance, map succession scenarios, identify skills gaps, discover high potential talent and ensure people at every level of the organization are able to grow their careers. "We are relying on Cornerstone to help ensure that the level of professionalism, talent and experience that contributes to our world-class operation will remain hallmarks of our organization for many years to come," said Thomas Naughton, CEO of Wayne County Airport Authority.

Equipped employees with critical learning opportunities. Cornerstone Learning enables the Airport Authority to deliver, track and evaluate training across the entire organization. "Prior to using Cornerstone, all of our training records were maintained by separate departments," said Mike Bangs, training instructor and lead system administrator for Wayne County Airport Authority. "Now we have instant access to all records for tracking and reporting."

Realized savings on training and labor costs. With Learning, the Airport Authority delivers customized training anytime, anywhere and without additional cost. Time savings also have been significant. "Cornerstone Learning has freed up a fourth of my time over the course of one year," said Chris Kaminski, deputy director of risk management and safety for Wayne County Airport Authority. "That's three months where I'm able to focus on other strategic initiatives."

Received recognition from Federal Aviation Administration (FAA). The Airport Authority recently received an FAA award for safety and operational improvements at DTW. "The FAA was very impressed with our use of a LMS to enhance our training and compliance initiatives," said Dianne Walker, director, airfield operations for Wayne County Airport Authority. "They indicated they're going to share our success story with other airports."

N. Financial Management and Budget (10 points possible, not included in page count)

38. Provide evidence of your organization's financial health by attaching its most recent audit or other financial documentation.

Cornerstone has provided our most recent audit to this response form for DHS' review.

39. Attach a detailed budget that clearly documents the base price of the software and any additional fees associated with customization, installation, maintenance or other areas not included in the base price.

Allegheny County Department of Human Services

Cornerstone OnDemand, Pricing Proposal 6/14/2016

Software- Recurring Cost

Product	Quantity	Base Price	Extended Price
Cornerstone Learning	2,800	\$16.00	\$44,800.00

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Cornerstone Connect	2,800	\$2.00	\$5,600.00
Professional Support (24/5)	1	\$0.00	\$0.00
Unlimited Video Hosting and Delivery	1	\$1,000.00	\$1,000.00
Web Services	1	\$3,000.00	\$3,000.00
Basic Training/Client Success Center	1	\$2,500.00	\$2,500.00
Total Software (Recurring) Cost:			\$56,900.00

Services- Non Recurring Cost

Project Components	SKU	Quantity	Price
Implementation			\$36,000.00
Learning Implementation	SVCSIMP0102	1	Included
Competency Development Implementation	SVCSIMP0135	1	Included
Connect Implementation	SVCSIMP0133	1	Included
Technical Integration Services			\$26,000.00
Inbound Data Feed- OU/Users with HRIS (IDF)	SVCSTEC0006	1	Included
Single Sign On Standard (SSO)	SVCSTEC0021	1	Included
Custom Login Page (CLP)	SVCSTEC0003	1	Included
Virtual Instructor Led Training	SVCSTEC0022	1	Included
Learning Historical Data Load (LHDL)	SVCSTEC0101	1	Included
Master Data Load- Learning (MDLL)	SVCSTEC0009	2	Included
Web Services Integration (WS)	SVCSIMP0078	1	Included
Engagement Manager (40 Hours)	SVCSIMP0114	1	Included
Education and Training Services			\$4,000.00
Welcome Page Design Template Package	SVCSTEC0027	1	Included
Standard Two Day System Administrator Training	SVCSEDS0016	1	Included
Total Services (Non-Recurring) Cost:			\$66,000.00

Total Software + Services Cost: \$122,900.00

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- Cover Page (Page 1 of Response)
- MWDBE Participation Statement or Waiver Statement (Included as separate attachment(s) in with email submission)
- W-9 (Included as separate attachment in with email submission)
- Allegheny County Vendor Creation Form (Included as separate attachment in with email submission)
- Audited Financial Report (Included as separate attachment in with email submission)

RFP Response Form

Learning Management System (LMS)

- Budget (Included in response to Question #39 on Page 44)

CERTIFICATION

Please read the below statement and check the box to indicate agreement with its content.

By submitting this proposal, I certify and represent to the County that all submitted materials are my work and that all responses are true and accurate.