

City and County of San Francisco
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Human Resources Director



Department of Human Resources
Connecting People with Purpose
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**HIRING MODERNIZATION PROJECT
REQUEST FOR PROPOSALS (RFP)
APPLICANT TRACKING SYSTEM SOLUTION
EXT HRD | RFP#2019-02
Event ID# 0000002244
CONTACT: Michael Hirai at michael.hirai@sfgov.org**

Pre-Proposal Conference Summary

On June 5, 2019, CCSF hosted a Pre-Proposal Conference --

Registrants:

50skills Inc.
Accenture
Agilyx Solutions
AspireHR
Avature LLC
CherryRoad Technologies
Edge Networks Pvt Limited
Global Touchpoints, Inc.
GovernmentJobs.com dba NEOGOV
Greenhouse Software
Hexaware Technologies
JobAps, Inc.
Wipro
MapRecruit Inc.
Oracle Corporation
Quali.fit
Salesforce
SAP/SAP SuccessFactors
Slalom, LLC
SmartRecruiters, Inc.
The Hire Lab

CCSF attendees:

- Anne Marie Monroe, Department of Human Resources

- William Miles, Department of Human Resources
- Kate Howard, Department of Human Resources
- Monique Baena-Tan, Technical consultant
- David Huebner, Technical consultant
- Michael Hirai, Office of Contract Administration
- Daniel Sanchez, Office of Contract Administration
- Florence Kyaun, Office of Contract Administration
- Sailaja Kurella, Office of Contract Administration
- Peter Goldstein, Risk Management Division, Office of the City Administrator

Questions & Answers:

Q. It was mentioned that HR Managers had issues with accessing today's Applicant Tracking System (ATS). Can you provide more detail?

A. Most hiring managers do not have access to our current ATS. One reason is due to confidentiality of the process. Hiring managers should get access to know certain information such as the status of the recruitment, but they shouldn't know who applied and the results of any specific candidate: did they pass the examination, did they make it onto the eligible list, where are they ranked on the eligible list, etc. We want to make sure hiring managers are able to see the progress of the overall recruitment, but not necessarily give them full exposure to all of the data.

Additionally, hiring managers are approaching the hiring process very differently than an HR Professional does. Currently, if hiring managers were given access to the ATS, there would be a lot of language and phrases used that they wouldn't understand. There will need to be some translation into how hiring managers think about the hiring process, what language is most familiar to them, and what would be most useful for them in terms of taking action so that they can use the system in the most effective manner.

Q. [Follow-up] So if they don't have direct access, how do hiring managers interact with the process right now? Is it through a form or is it through emails or phone calls?

A. Hiring Managers are usually in close contact with the HR Professional responsible for that recruitment, and they may interact through email or a series of forms. Depending on how that department handles recruitment processes, the HR Professional might be very proactive in giving hiring managers detailed steps along the way, such as regular updates via email or phone. That doesn't always

happen though; we mentioned earlier [in the presentation] that a pain point many hiring managers here in the City have is that recruitments fall into a “black box” and they don’t know where the recruitment stands once the job announcement is posted. We understand that’s not entirely a system issue, it’s also a process issue. We’re hoping to improve and change the way our HR Professionals engage hiring managers, involving them more because we feel it’s important for hiring managers to know what’s going on with their recruitment.

Q: Can we get the list of vendors here so that we can see who we can partner with, if needed?

A: The names of all the vendors that responded to sign up for the pre-proposal conference are listed on the first page of the Pre-Proposal Conference Summary.

Q: Can I have the contact of the person to send additional questions?

A: The RFP Contact is Michael Hirai at michael.hirai@sfgov.org.

Q: What is the URL to see the answers online?

A: The RFP and its attachments, including questions and answers submitted, is located on the SF City Partner site at sfcitypartner.sfgov.org.

Q: In terms of the HRIS integration, do you have a team on-site that will be creating this integration? What are your expectations from the vendor for the physical creation of that integration?

A: Currently there are five points in the process where PeopleSoft and the current Applicant Tracking System integrate, and those are all fully documented in the RFP. As we think about the integration with PeopleSoft moving forward, we’ve laid out three different options for how one could integrate with PeopleSoft in the future. Part of the RFP evaluation criteria is asking the respondents to tell us why they would choose one of those three different strategies and what that would look like: What is your integration strategy specifically with PeopleSoft?

Q: What is the ideal timeline (given average of 2 months right now)?

A: Depending on how contract negotiations go, we are hoping to begin working with a vendor or a group of vendors starting in October. What the timeline looks after that is tricky because it will be a balance between rolling this out in an iterative manner and really delivering impact to our partners. We want to deliver quickly to our users (to be able to deliver value and deliver impact as soon as possible), but we also recognize that we don’t want to do a “Big Bang” reveal of a new solution overnight because

that can be risky. Having to find that balance is something we've shared both with the vendors and our internal stakeholders.

Q: How many hiring managers, HR managers and job openings do you have on an annual basis collaboratively inside CCSF?

A: It's difficult to determine an exact count of how many hiring managers there are in CCSF, but our estimate is that there are at least 1500; however, we anticipate that future users of the system will include individuals involved in the hiring process which means potentially 2,000 - 3,000 (including hiring managers). We currently have 427 HR staff who are involved in recruitment/hiring. As for job openings, we make approximately 9,000 hires per year.

Q: [Follow-up] Are hiring managers working with others collaboratively when receiving job applications?

A: There is a Human Resources analyst responsible for each recruitment, whether it's a permanent civil service recruitment which requires an exam process or what we call an exempt recruitment which does not require candidates to go through an exam and eligible list process to be hired. The Human Resources analyst will receive and screen each application based on the minimum qualifications that are stated on the job announcement. If the HR analyst has a question about a candidate's qualifications, they may consult with someone who's considered to be a subject matter expert who could provide feedback on whether or not that applicant meets the minimum qualifications. It's quite common that the hiring manager only sees applications at the time of interview.

Q: Do we know the current applicant tracking system used?

A: The current Applicant Tracking System for the City and County of San Francisco is JobAps.

Q: When was the last time job classifications were renewed/updated?

A: CCSF has over 1100 job classifications. They are updated on an as-needed basis. It's not a process where we take a look every five years, go through all of them and then update them. Instead, typically when a Human Resources analyst is in the process of conducting an exam for a position, they perform a job analysis with subject matter experts in order to learn about skills needed for the position and develop the exam criteria. Every once in awhile, the job analysis results show that the job specification is outdated or the minimum qualifications are no longer sufficient (e.g., we may need to lower or raise them). At that point there's a separate process for the job classifications to be updated. Many of our job classifications haven't been updated in decades but generally a lot of them have been updated in the last several years.

Q: [Follow-up] What percentage would you say, of the 1100, are those that have not been touched in many, many years?

A: Our estimate is that it's around 5% or less.

Q: [Follow-up] As part of this project, will part of this project involve going through our job classifications and updating them?

A: In terms of implementing an Applicant Tracking System solution, that may not be part of the process. We would like to have all of the CCSF's job classifications be accessible through the applicant tracking system or somehow stored there, so that HR Professionals when they are creating a job announcement can just go to the job specification and copy it or use it as a base to create their job announcements. We would like to have something like that but there wouldn't be an effort at this time as part of the Applicant Tracking System procurement to do a classification overhaul.

We are definitely aware of how big a role job classifications play in the hiring process. It is referenced as one of the hiring modules in RFP Section 2.2. Overview of Services. We want to take a more modular procurement approach to this project, so rather than procuring something that would cover all of these modules we're really focusing on the ATS side of things with this RFP and the job classifications will potentially get tackled later.

Q: Will you have a dedicated team for the implementation?

A: The Hiring Modernization Project team [Anne Marie Monroe, David Huebner, Monique Baena-Tan, William (Bill) Miles II] are the dedicated team for managing the implementation process for this project. They all bring different perspectives to the table: Anne Marie and Bill have been in Human Resources here at the Department of Human Resources for several years. David and Monique have a background in bringing digital services to government, focusing on HR specifically and bringing technology to Human Resources practices with a data-driven approach.

We do plan on adding a [CCSF job classification] Senior Business Analyst to help with the implementation process of not just the Applicant Tracking System but also future systems that we hope to acquire. As discussed in the RFP, the CCSF's HRIS is PeopleSoft and administered by the Controller's Office. We expect that the Controller's Office may assemble a team of their own, if necessary, to partner with us and the selected vendor(s) on the implementation of this applicant tracking system solution and future systems we acquire.

Q: Do you have system integrators on-site for PeopleSoft? Or is the expectation that the vendor will do it?

A: There is a team within the City's Controller's Office who's planning on being part of this project that will be helping with the integration, depending on what the selected vendor proposes as the solution for

that integration. One of the potential things that we have put forward is to integrate with a third-party integration platform. That type of integration will look different than one that just builds on the existing five integration points that exist today or if a Proposer decides to build out an API layer or a hub which is another one of the alternatives that we propose.

Q: Has your team implemented a similar type of software in the past three years?

A: To this scale, no, but the City's Controller's Office has experience integrating with various systems at a very large scale, such as financial systems. The project's consultants have experience pulling together different pieces of technology in the HR space, but not to the size of 35,000 people.

Q: Right now it's 150,000 applicants, 9000 hires = ~6%. What's that percentage in 3 years?

A: We do not know the exact percentage of hires versus candidates to expect in the next 3 years. However, our analysis indicates that a large number (30%) of City employees will be eligible to retire over the next ten years.

Q: How many job postings remain open in the system / unfulfilled?

A: Our job website typically has over 175 recruitments posted publicly on a weekly basis. The second question about how many are unfilled, we have some classifications that are definitely difficult to fill such as managers who require a specific skill set. Some positions have high turnover such as our bus operators and dispatchers, which are very stressful jobs. Another example is our trades - Power House Operator is a very special skillset and there aren't many people so we have a little difficulty closing those in a timely period. There are also jobs within a class with special requirements such as bilingual or other specialized skills.

Q: Where do you advertise jobs today? Do you source passive candidates?

A: For positions that have low minimum qualifications, all we do at this point in time is post on our Applicant Tracking System and let candidates come in. These recruitments get hundreds of applications so we don't need to go out for some of those classes and get additional candidates. Our website also gets scraped from a number of sources. For example, currently Indeed takes jobs from our site and posts on their own page. If we know that a position is difficult-to-fill or we notice that the recruitment is not getting enough candidates, then we use Craigslist, CalOpps, or trade-specific sites or schools to try to obtain additional candidates. In the future, we do hope to have the system tell us which ones are not getting enough candidates so that we enable more targeted outreach.

Q: [Follow-up] Do we have any employee referral program?

A: To date, we do not.

Q: For the unique CCSF processes, are those run on your current Applicant Tracking System today or is most or all of that happening outside the system?

A: The processes of “Creating a ranked list of eligible candidates” and “Matching positions with eligible candidates” (refer to section 2.2 of the RFP) are both run in our Applicant Tracking System today. Most HR Professionals are administering exams with many applicants and multiple exam components, therefore they utilize the exam scoring feature built into our current ATS. The ATS calculates the score, standardizes them, and then creates a report which is essentially for the eligible list of candidates in ranked order. At this time the cert/referral process is also done within the ATS. Those two pieces (exam scoring and cert/referral) are customized parts of our current ATS.

Although, parts of these processes occur in the Applicant Tracking System, they still involve a lot of manual work that happens outside the system as well. In the RFP, we do talk about wanting to move towards a world where some of these pieces are automated because we know that what we are dealing with here is dynamic supply and demand.

Q: How are assessments administered, via the computer or manually?

A: Both. Some assessments such as oral and performance exams require raters to give evaluations in person. For other assessments, such as a Behavioral Consistency Questionnaire, raters are sent the questions and candidates answers they evaluate them. That could be done over the computer or manually, depending on the format of the questionnaire. In the RFP, there is language about multiple-choice exams given through a computer environment, some remotely and some in person. We also have in-person multiple-choice examinations for larger groups where answers sheets are bubbled and filtered through a machine to obtain the candidate’s score. More detailed information on each assessment can be found in RFP Section 11.

Q: If hiring managers are considered “casual users,” how many “power users” does CCSF have?

A: At our most recent count, we have 427 administrative users [“power users”], majority of whom are HR analysts and clerks. At this time, hiring managers (who are not in Human Resources) either don’t use the system or don’t have access to the system.

Q: What do advanced resources on your end look like? Is there an internal team of developers or internal team for change management?

A: There are individuals from the Controller’s Office that would help with various integration work that would need to happen with regards to PeopleSoft and we are hiring at the Department of Human

Resources to add to this team specifically. With regards to change management, that is something that we as a team are leading and something we recognize is an essential part of this project. We know that this is going to be a big change for people: we're changing their systems, we're changing their processes, and we're hopefully changing some rules. We know that it's going to take time and we know that there's going to be pushback and one of the ways we've already tried to address this is by having a very open, collaborative process from the beginning so all the work and all the research we've done from two years ago until now has been trying to engage people as much as possible, trying to understand what their challenges are, where it is that they are coming from, and how can we make their lives easier, which will really help with change management in the long run.

Q: Is automation/mobile ATS expected?

A: We do expect aspects of the system to be accessible through a mobile device. One of the things we talk about in RFP Section 1.4. is that the ways people search and find jobs has changed and the way that we collaborate has changed, so a hiring manager might want to give feedback on the people that they interviewed and they may want to do that on their phone while they are sitting on the bus or the train. Similarly, we know candidates might be searching for jobs on their phones for various different reasons and so we want that to be accessible to them for sure.

For the automation part of this question, absolutely we do want to move towards a world where we have more parts of our hiring process automated. We know that's not something we're going to be able to do overnight. Due to the complexity of the hiring process and different factors to take into consideration, automation will need to be unpacked and iterated on.

Q: Would you like the ATS vendor to help participate in requirements design/change management process?

A: Yes. This RFP is very much about finding the right partner who has the same values as us, who has the same working style as us and that definitely means the vendor actively participating in user research, user testing, and actually being here to show and developing new features or new launches to the people who are actually going to be using the system.

Q: What is the allocated budget for the procurement of the Applicant Tracking System? In other words, is there a budget limit?

A: The funding for this project and for the Applicant Tracking System solution comes from the City's general fund. There's an approval process that we as a team must first go through to request funding in order to continue this project and keep our initiative moving; that funding is allocated to us on a yearly basis. We do have funding granted to us for this coming fiscal year 19/20 and additional funds earmarked for Fiscal Year 20/21, but we have to report to the committee that decides whether we get money and how much we get (CCSF's Committee on Information Technology, aka "COIT") on a yearly basis (i.e. detailing what is our process is and what it is we are going to be working on).

Q: Have you established key success metrics? Can you share a few? Attraction, retention, etc.

A: There are three layers to this.

- **Time-to-hire:** Part of the funding for this project gets allocated through the Committee on Information Technology (COIT) and the team formally presents to COIT as part of that funding process. In our presentations to COIT, the key success metric is time-to-hire. It is currently very difficult to unpack time-to-hire as a metric. In 2015 the Controller's Office published a report stating that the average time-to-hire was 118 days. One of the things flagged in that report was that we unfortunately, currently, can't break down time-to-hire into its individual components. Moving forward it will not only be important to measure time-to-hire and decrease it, but also be able to measure and understand its individual components so we can identify where we should be focusing as we then try to carry out interventions to improve time-to-hire.
- **City-wide HR Analytics project:** There is an HR Analytics working group here at the City that is trying to help the City define what its core HR Analytics metrics should be and, as part of that exercise, there are conversations as to whether it should be defined around attraction/retention. That's an ongoing conversation and this project would fit into that conversation.
- **Metrics per module:** Using our team's research, for each the modules in RFP Section 2.2. we have proposed different success metrics. As a team we have not agreed on each of them because we think that will be something we will do with our vendor partner; it will be based on what is the data we can collect and what is the expertise the vendor can bring to the table to help us understand how we might measure success related to each of these individual modules that make up the Applicant Tracking System.

Q: Are you planning on migrating data and, if so, how far back?

A: We do plan on migrating data. We have flagged that in the RFP; we also have flagged that we want to work with the vendor to determine what is reasonable to migrate. There are some rules within the City that determine how far back we do need to go; there are things that are going to be governed by CCSF's rules and there are going to be things governed by what makes sense from a business standpoint. As we go through the data migration exercise with the vendor selected, we will want to optimize for both of those things and balance the tradeoffs of actually doing the data migration.

Q: For clarification of the budget, are you funded or are you going to be seeking to get funded?

A: We have funding approved for this current Fiscal Year 19/20 and then they have earmarked funding

for us for Fiscal Year 20/21, but in March of next year we need to go back to the Committee on Information Technology (COIT), re-present how far we've come since this last March and they then will decide do they raise that amount, or do they take any of it away. As part of our presentations to COIT, we have indicated how much we think this will cost, but there are over 100 other technology-related projects across the City for which COIT approves funding therefore COIT must be selective as to which projects they are allocating funding to and how much. COIT does understand that this is a really important project for the City and that should continue. It is important that we obtain an Applicant Tracking System that can provide us data on our hiring processes, how long it takes for us to hire, and how we can decrease that.

COIT also plays a role citywide to move the City forward in terms of how it procures technology and how it implements technology. Our project is an example of how they want to see technology projects procured and be managed in a way that follows short, iterative cycles and in a way that really engages users. We have their support and hope to continue to get funding approved by the committee, as long as we're showing progress with our work and continuing to push the importance of our project as a whole.

Q: Is everyone in CCSF (all departments) required to use the ATS system?

A: Yes. Some departments, however, have a mix of Civil Service employees and non-Civil Service employees. In our school district, for example, the teachers and other positions are not considered Civil Service employees and are not hired through the Applicant Tracking System. However, the Applicant Tracking System will be used for their Civil Service hires.

Q: Is there any legacy apps for data integration?

A: The biggest program that we have is PeopleSoft HCM 9.2. There is also some exam software that we have: FastTest, Montage and National Testing Center for Public Safety examinations. Currently, we pull the data from these systems manually but an integration piece would be a benefit for our users.

Additional materials:

- The presentation deck covered can be found [here](#)
- A recording of the Pre-Proposal conference can be found [here](#)