

City and County of San Francisco
Micki Callahan
Human Resources Director



Department of Human Resources
Connecting People with Purpose
www.sfdhr.org

**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**

Overview:

The Hiring Modernization Project is a City-wide initiative that seeks to modernize San Francisco’s hiring practices by taking an integrated and modular approach to procuring technology and implementing it.

The City and County of San Francisco (“CCSF”) Department of Human Resources (“DHR”) invites Proposals from qualified firms to provide a cloud-based applicant tracking system (“ATS”) solution to support the large volume of applications and positions processed and filled each year.

Interested parties are directed NOT to contact any employees or officials of CCSF other than those specifically designated in this RFP and its Attachments.

Schedule*

RFP Issued: May 15, 2019

Pre-Proposal Conference Question Deadline: May 31, 2019
2:00 p.m. PT

Pre-Proposal Conference: June 5, 2019 1:30 p.m. PT

Deadline for RFP Questions: June 14, 2019 2:00 p.m. PT

Deadline for Proposals: July 3, 2019, 2:00 p.m. PT

Projected Interviews: Week of August 12, 2019

Projected Contract Awarded: August 21, 2019

City’s Sourcing Events (Bid Opportunities):

<https://sfcitypartner.sfgov.org/pages/Events-BS3/event-search.aspx>

Subcontracting Requirement

There is no S.F. Administrative Code 14B Local Business Enterprise (“LBE”) subcontracting requirement for this RFP or resulting contract(s). However, CCSF strongly encourages proposals from qualified LBEs. Pursuant to Admin Code Chapter 14B, rating bonuses will be in effect for any Proposers who are certified as a Small- or Micro-LBE. See Section 12 for more information. If Proposers have any questions regarding Contract Monitoring Division (“CMD”) requirements, please contact Ian Fernando at ian.fernando@sfgov.org.

Estimated Cost: Subject to proposals and contract negotiations

Desired Start Date: October 1, 2019

Estimated Contract Term: Three (3) years with two additional three (3) year renewal options to extend. Actual contract periods may vary, depending upon service needs and contractor performance at CCSF’s sole, absolute discretion.

**Each date subject to change. All hours are Pacific time zone. Check the San Francisco Supplier Portal for the latest schedule.*

REQUEST FOR PROPOSALS
APPLICANT TRACKING SYSTEM SOLUTION

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INFORMATIONAL ATTACHMENTS (Not Scored)	
Attachment A	Request for Information Respondents
Attachment B	Professional Services Sample Template (P-600)
Attachment C	Software as a Service Template (P-648)

1. Introduction

1.1. General terms used in this Request for Proposals (RFP)

Terms and abbreviations used throughout this RFP include:

- **CCSF or The City** – The City and County of San Francisco
- **Contract Monitoring Division (CMD)** – San Francisco Contract Monitoring Division, a department of the City and County of San Francisco
- **Contractor** – The Proposer awarded a contract for services subsequent to prequalification under this RFP
- **DHR** – The City and County of San Francisco Department of Human Resources
- **Ecosystem** – An interconnected system of HR-related tools and technology solutions
- **Firm** – Any business entity including, but not limited to, companies, nonprofit organizations, educational institutions, and individuals
- **Local Business Enterprise (LBE)** – A business that is certified as an LBE under S.F. Administrative Code §14B.3. Only certified Small- and Micro-LBEs can be used to satisfy the LBE subcontracting participation goal
- **Pain Point** – A specific challenge or problem experienced by a user
- **Project** – The process of developing and implementing a cloud-based applicant tracking system solution for CCSF
- **Respondent/Proposer** – Any entity submitting a response to this RFP. A Respondent/Proposer to this RFP could submit a Proposal on behalf of multiple vendors
- **Response/Proposal** – A Proposer's submission in response to this RFP
- **RFP Contact** – Michael Hirai at michael.hirai@sfgov.org
- **User** – Someone who uses or is impacted by a specific service and/or touches the systems that support that service (i.e., hiring)

1.2. Proposers Unable to Do Business with the City

Proposers that do not comply with laws set forth in San Francisco's Municipal Codes may be unable to enter into a contract with the City. Some of the laws are included in this RFP, or in the sample terms and conditions attached.

1.3. Companies Headquartered in Certain States

This Contract is subject to the requirements of Administrative Code Chapter 12X, which prohibits the City from entering into contracts with companies headquartered in states with laws that perpetuate discrimination against LGBT populations or where any or all of the work on the contract will be performed in any of those states. Proposers are hereby advised that Proposers which have their United States headquarters in a state on the Covered State List, as that term is defined in Administrative Code Section 12X.3, or where any or all of the work on the contract will be performed in a state on the Covered State List may not enter into contracts with the City. A list of states on the Covered State List is available at the website of the City Administrator <http://sfgsa.org/chapter-12x-anti-lgbt-state-ban-list>.

1.4. Background

The Department of Human Resources ("DHR") for the City and County of San Francisco ("CCSF"), is soliciting qualified Proposers who offer a modern, user-friendly, and integratable cloud-based applicant tracking system ("ATS") solution to ensure CCSF 1) is improving its hiring practices to reflect today's technology and workforce and 2) has an infrastructure that will make it easy to continue to adapt over time.

CCSF wants to offer intuitive, user-friendly tools to help candidates find the right opportunities in government, while helping hiring managers and HR professionals effectively recruit, track, and hire the right talent.

The reality is that today:

HR leaders are asked to be a data-driven strategic partner critical to the organization's success:

- Using new technology to streamline existing processes: The compliance and administrative tasks still need to get done but, using new technology, more and more of those types of tasks can be streamlined freeing up HR teams to focus on strategic questions.
- Data-driven decision-making: Using data to ensure that HR practices and civil service rules are putting people first and providing the best experience for applicants, hiring managers, and HR analysts while remaining true to the values and goals of the merit system.

Job seekers search, find, and apply for jobs differently:

- People search online and are increasingly using their mobile devices: "Finding a City job" is the number one search on CCSF's website and CCSF expects that an increasing number of visitors will be looking to find and apply to jobs from their mobile devices¹.

- People expect personalized experiences: Whether it be helping people understand what positions might be best for them (instead of them needing to know the positions for which they might be a good fit) or providing applicants with ongoing communication once they have applied, the relationship between applicant and potential employer is looking more and more like a customer relationship and CCSF therefore needs to be treating it that way.

Governments are seeing their hiring needs grow only more complex:

- An aging workforce and a large wave of retirements on the horizon: The average employee at CCSF is nearly 46 years old and CCSF expects 30% of the current workforce to retire over the next 10 years.
- New talent needs, a changing workforce, and competition from the private sector as government services are delivered using new technology: By 2025, millennials will make up 75% of the workforceⁱⁱ and this is a talent pool governments are having trouble hiring.ⁱⁱⁱ There are also differences between how millennials perceive work as compared to older generations (average tenure in a job, benefits, etc.) to which employers need to adapt.

With this evolving landscape in mind, CCSF is not only looking to modernize hiring, it is looking to modernize HR practices across the board. This is likely the first of several RFPs that CCSF will issue to transform the way CCSF hires and retains its most valuable resource: its people.

1.5. Context

CCSF has 52 departments, with over 35,000 employees working in over 1,100 different job classifications. CCSF receives about 150,000 job applications and makes about 9,000 hires annually. CCSF is one of San Francisco’s largest employers and must hire for a wide range of roles in order to effectively provide critical services to San Francisco residents while building the next generation of public servants.

There are many essential stakeholders who play a key role in ensuring CCSF’s hiring process is merit-based, fair, and unbiased. DHR and various decentralized human resources teams from numerous departments work together with hiring managers, unions, and CCSF’s Civil Service Commission to ensure that CCSF hires the individuals best suited for the position. At a high-level these tasks and responsibilities include:

- Managing and updating job classifications
- Administering all hiring processes, including examinations
- Developing, providing training on, and ensuring compliance with best practices in hiring
- Selecting and onboarding candidates

1.6. Common Challenges

The government hiring process is long and complex with many challenges experienced by candidates, hiring managers, and HR professionals/recruiters.

Some of the most common challenges for **HR professionals/recruiters** include:

- **The use of inefficient systems resulting in duplicative data entry throughout the process:** CCSF's research has demonstrated that there are almost 100 points in the process where HR professionals identified excessive processing in their work with one of the main causes being manual data entry. Systems do not speak to one another and prevent key data from seamlessly flowing from one system to another.
- **Lack of consistent and easily accessible data reporting:** Current reporting provides little insight into where inefficiencies lie in the hiring process and, as a result, how bottlenecks should be addressed. Similarly, initiatives and policies are difficult to track and measure giving the teams limited ability to make data-driven decisions.
- **Poor user experience resulting in the need for a lot of training to understand how to use systems:** Users assume that any updates will involve a steep learning curve, resulting in a resistance to change.

Some of the most common challenges for **hiring managers** include:

- **Very little knowledge, visibility, or consistency in the hiring process:** Information, resources, and processes are separated, listed in various places and understood differently by different people.
- **Inability to hire the talent needed:** Hiring managers struggle to find the right talent for the right role at the right time, and many have expressed frustration with their inability to compete for talent when current processes and civil services rules are not optimized for speed.

Some of the most common challenges for **candidates** include:

- **Feeling as if their applications fall into a "black box":** Many talented individuals accept other positions simply because the application and hiring process was too lengthy, with little communication, and no visibility into next steps.
- **A poorly understood process:** The government hiring process is insufficiently explained to candidates and, when it is, the explanations contain many jargon-filled terms. This makes it difficult to get a job in government without the help of a colleague, friend, or mentor to walk the candidate through the different steps.

1.7. Hiring Modernization Project Overview

The Hiring Modernization Project is a City-wide initiative that seeks to modernize San Francisco's hiring practices by taking an integrated and modular approach to procuring technology and implementing it.

This approach is the result of a year-long discovery phase that focused on 1) reviewing current rules, policies, and practices, 2) understanding and mapping current processes, and 3) understanding Pain Points experienced by different Users. Though this RFP is specifically focused on seeking a cloud-based ATS solution, CCSF knows that hiring does not happen in isolation, and CCSF is constantly keeping the larger picture in mind. This means recognizing that in order for CCSF to successfully modernize its hiring practices, it needs to be thinking about HR holistically and plan for other areas that touch hiring such as onboarding, succession planning, performance reviews, learning and development, etc.

With this approach in mind, CCSF expects the ATS solution to be modular and extensible to add “spokes” that address other needs down the road--so that CCSF can continue to build on and improve its HR infrastructure in an iterative manner.

1.8. Applicant Tracking System Solution Overview

At this stage, CCSF seeks a cloud-based ATS solution to support the large volume of applications and positions processed and filled each year. Government hiring process rules, especially for San Francisco, are complex. Based on CCSF’s research and the 20 responses to CCSF’s Request for Information (“RFI”) published in Spring 2018 (see Attachment A for a list of RFI respondents), CCSF does not expect Proposers to meet all of the complex government hiring requirements “out-of-the-box” and understands that vendors may not have all required functionality natively. Therefore, CCSF expects Proposers to demonstrate their ability to think creatively to extend their ATS to meet these complex requirements. CCSF is open to vendors working together to obtain an ATS solution as a part of this RFP.

CCSF expects the Proposer to work closely with the Hiring Modernization Project team at CCSF. For that work, CCSF expects to adhere to the basic practices of agile software development.

1.9. Agile Development and User-Centered Design Principles

CCSF will follow a frequent, iterative implementation cycle in accordance with agile best practices and user-centered design principles. The Proposer will work collaboratively with CCSF, and potentially other vendors, following an agile methodology. All parties will work in short, regular intervals (called “sprints”), each two to four weeks long depending on CCSF’s preference. CCSF will be mindful of all users and will work with the Proposer to deliver impactful changes and improvements as soon as possible.

2. Scope of Work

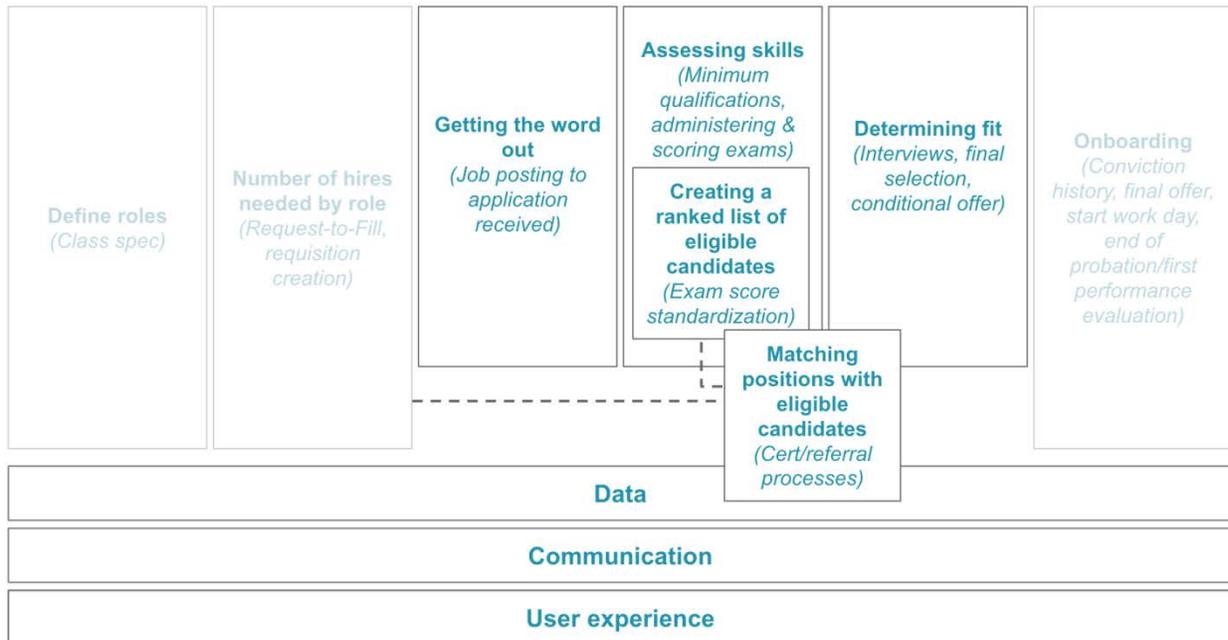
2.1. General Information

The Scope of Work is to be used as a general guide and is not intended to be a complete list of all work necessary to complete the Project.

Each Proposer should demonstrate its capabilities in RFP Proposal Templates A-K. CCSF will negotiate the specific scope of services, budget, deliverables, and timeline with the highest-scoring Proposer selected for contract negotiations. There is no guarantee of a minimum amount of work or compensation for any Proposer selected for contract negotiations.

2.2. Overview of Services

Overview of the hiring process broken down into modules:



Per this diagram, this RFP focuses on the following hiring process modules:

1. Getting the word out
2. Assessing skills
3. Creating a ranked list of eligible candidates (unique to government and CCSF)
4. Matching positions with eligible candidates (unique to government and CCSF)
5. Determining fit
6. Data
7. Communication
8. User experience

The purpose and product requirements for each module follow below. The list of product requirements is based on research and discovery work the Hiring Modernization Project team has led and indicates the types of functionality CCSF is looking for. Note that each product requirement involves many details that CCSF expects the selected Proposer to research, define, and adjust (if necessary) for the best implementation plan moving forward. These are objective-based goals rather than specific functional requirements. They should provide Proposers with a sense of the goal CCSF is trying to achieve, not specifically how it should be achieved. CCSF has distinguished between the requirements that CCSF believes are essential to building a strong foundation versus those that CCSF defines as enhancements that would allow CCSF to further modernize its practices.

2.2.1. Getting the Word Out

The purpose of this module is to ensure that CCSF puts open positions and upcoming exams in front of prospective candidates and that enough qualified people apply/take the exam.

Elements to build a strong foundation:

Portals

- 2.2.1.1.** Offer branding options and customization for different departments within CCSF to provide overview of brand and culture
- 2.2.1.2.** Provide configurable portals to do targeted recruiting initiatives (e.g., seasonal efforts, internship programs)
- 2.2.1.3.** Ensure the application portal is available 24/7 around the world from all modern browsers and that any outages are reported to CCSF and resolved in a timely manner

Posting a job

- 2.2.1.4.** Ability to easily create templates of job announcements and re-purpose them when a job needs to be re-posted
- 2.2.1.5.** Ability to customize job postings (branding, images, videos, etc.)
- 2.2.1.6.** Ability to create and post opportunities internally for transfers
- 2.2.1.7.** Ability to set a deadline for job postings and edit the deadline as needed
- 2.2.1.8.** Ability to communicate deadlines and re-opening of job postings to candidates

Outreach

- 2.2.1.9.** Seamless integration with social media sites and job boards to increase visibility of job opportunities
- 2.2.1.10.** Ability to track source of candidates to measure pass-through rates by source
- 2.2.1.11.** Ability to see historical pipeline and time-to-hire data to benchmark and develop recruiting strategies
- 2.2.1.12.** Ability to access and search (using keywords) all previous applicants across CCSF for sourcing
- 2.2.1.13.** Ability to tag applicants based on certain attributes and to use those tags to send out specific communications

Finding a job

- 2.2.1.14.** Allow candidates to sign up for job notifications via email and text to receive notices when new jobs are posted
- 2.2.1.15.** Ability to easily search for jobs without needing to use the job class or the job title

Defining the application process/steps

- 2.2.1.16. Ability to set up various hiring processes for different jobs (pulling from templates whenever possible). This includes indicating which exam(s) will be taken and/or the hurdles outlined in Section 2.2.5. Determining Fit (typically interviews)
- 2.2.1.17. Ability to customize the application for different jobs to ensure barrier of entry is as low as possible for candidates to apply

Applying for a job

- 2.2.1.18. Ability for applications to be completed on a mobile device
- 2.2.1.19. Ability to upload attachments with little to no size constraint
- 2.2.1.20. Shall not require a candidate's social security number
- 2.2.1.21. Ability to pre-fill sections of applications based on resumes or profiles (e.g., LinkedIn)
- 2.2.1.22. Ability for selected candidate information to be inputted into the ATS by HR when an application is not required, such as when hiring elected officials
- 2.2.1.23. Provide a way to flag applicants with multiple accounts or, in the case where candidates don't have accounts, flag multiple applications from the same applicant for the same recruitment (especially for ongoing recruitments)

Enhancements to modernize practices:

Posting a job

- 2.2.1.24. Ability to create standard job posting sections (perks, EEO, exam plan, etc.) and repurpose them in job postings on an as-needed basis
- 2.2.1.25. Ability to run a job posting through a text analyzer to detect unintended biases and overly complicated language

Outreach

- 2.2.1.26. Based on a candidate's application, automatically display other job classifications the candidate might be eligible for
- 2.2.1.27. Automatically track pipeline data and suggest additional strategies to increase the volume of applicants if candidate pool is low

Applying for a job

- 2.2.1.28. Ability to notify candidates when job posting deadline is approaching

2.2.2. Assessing Skills

The purpose of this module is to ensure that CCSF is objectively and effectively determining which candidates have the appropriate skills and qualifications for a given position through the evaluation of minimum qualifications and an examination process. Refer to Section 11.1. for more details on this unique government hiring process.

Elements to build a strong foundation:

Assessing minimum qualifications

- 2.2.2.1. Create pre-screen questions and automatically disqualify candidates based on their responses, especially for jobs where CCSF receives a very large number of applicants

- 2.2.2.2.** Ability to easily review and filter applications (e.g., keyword searches) to assess whether candidates meet minimum qualifications
- 2.2.2.3.** Automatically send rejection notices to candidates who do not meet minimum qualifications
- 2.2.2.4.** Ability to add internal notes for HR professionals to track the review of a candidate's qualifications

Creating and administering examinations

- 2.2.2.5.** Ability to integrate with exam providers and pull in exam scores from those providers, assuming the exam providers have well-documented/well-structured Application Programming Interfaces (APIs)
- 2.2.2.6.** Ability to also create exams within the ATS or an exams module
- 2.2.2.7.** Ability to store answer keys
- 2.2.2.8.** Ability to assign raters
- 2.2.2.9.** Ability for raters to rate exams created within the ATS or an exams module

Scoring exams and standardizing results

- 2.2.2.10.** Ability to scan and score in-person exam answer sheets and import the scores
- 2.2.2.11.** Ability to share anonymized exams with raters, and then be able to add the results back to the applicant's profile
- 2.2.2.12.** Ability to calculate exam scores and weight questions and answers differently
- 2.2.2.13.** Ability to store exam scores on a per-candidate per-exam basis
- 2.2.2.14.** Ability for candidates to use existing active exam scores when an exam is used for multiple recruitments (i.e., the candidates do not need to take the exam again)
- 2.2.2.15.** Ability to set time period limitations on how long an exam score can remain active and how long a candidate must wait before being able to re-test
- 2.2.2.16.** Ability to convert raw exam scores into standardized weighted scores
- 2.2.2.17.** Ability to see statistical data about each exam (e.g., average, standard deviation)
- 2.2.2.18.** Ability to conduct item analysis as part of the examination process
- 2.2.2.19.** Ability to see how scores break down across different cohorts (e.g., gender, ethnicity)

Enhancements to modernize practices:

Assessing minimum qualifications

- 2.2.2.20.** Auto-score applications to demonstrate whether candidates meet or conditionally meet minimum qualifications
- 2.2.2.21.** Option to parse resumes to facilitate the application review process
- 2.2.2.22.** Ability to integrate with tools that verify minimum qualifications (e.g., education, experience, etc.)
- 2.2.2.23.** Ability to calculate the time worked by a candidate for each employment listed on their application, based on average number of hours worked per week (max 40 hours per week)

Creating and administering examinations

- 2.2.2.24.** Ability to integrate with CCSF's existing exam providers (FastTest, Montage and National Testing Network: Public Safety Careers) and to push/pull information to/from them

- 2.2.2.25. Ability to create a searchable database of raters (CCSF employees and people outside of CCSF), including demographic information, and track number of exams rated and results

2.2.3. Creating a Ranked List of Eligible Candidates

The purpose of this module is to ensure that CCSF is objectively and effectively ranking qualified candidates based on their examination scores and other relevant criteria. Refer to Section 11.2 for more details on this unique government hiring process.

Elements to build a strong foundation:

Converting standardized examination results into an “eligible list score”

- 2.2.3.1. Ability to calculate standardized scores by converting raw examination scores into scores within a specified range (CCSF’s current range is 700 to 1000 points)
- 2.2.3.2. Ability to add points to standardized scores based on tenure, veteran status, etc.
- 2.2.3.3. Ability to group/band scores (grouping scores into ranges and treating scores within a particular range as equivalent)
- 2.2.3.4. Ability to assign a rank number to applicants based on eligible list score (if two applicants have the same score they are in the same rank)
- 2.2.3.5. Ability to assign an expiration date to each candidate’s eligible list score

Creating a ranked list (“eligible list”)

- 2.2.3.6. Ability to create a report of eligible candidates for hire based on ranking
- 2.2.3.7. Ability to create reports that summarize the eligible list without using names
- 2.2.3.8. Ability to create ranked lists of candidates that are manually ranked by HR (as opposed to through an examination process) for special permanent civil service appointments
- 2.2.3.9. Ability to assign an expiration date to the report of eligible candidates

Enhancements to modernize practices:

Creating a ranked list (“eligible list”)

- 2.2.3.10. Ability to flag candidates who meet minimum qualifications conditionally (e.g., candidates who were allowed to take the exam based on being in the final semester of college but who do not have the required degree yet)
- 2.2.3.11. Ability to add attributes (tags) to candidates on the list
- 2.2.3.12. Ability to allow candidates to re-apply if they are on a continuous eligible list and their eligible list score is about to expire

2.2.4. Matching Positions with Eligible Candidates

For permanent civil service positions, the total number of hires needed (City-wide), and rules negotiated with unions determine how many qualified candidates can be shared with (or “referred” to) a hiring manager. Refer to Section 11.3 for more details on this unique government hiring process.

Elements to build a strong foundation:

Defining and selecting the “certification rule” to determine which eligible candidates a hiring manager can consider

- 2.2.4.1. Ability to set the different options for the certification rule
- 2.2.4.2. Ability to select a certification rule for each recruitment
- 2.2.4.3. Ability to edit the certification rule for each recruitment (when needed)

Certifying the eligible list

- 2.2.4.4. Ability to join approved positions that CCSF needs to fill to an eligible list
- 2.2.4.5. Ability to join additional positions which were approved after the initial group of approved positions to the eligible list (e.g., for lists that last up to 2 years)

Determining which candidates can be made available to hire (or “referred”)

- 2.2.4.6. Based on the certification rule associated with that recruitment, calculate how far down an eligible list a hiring manager can select from. The formula used is: [(number of positions + certification rule) - 1]

Managing list of eligibles

- 2.2.4.7. Ability to add or remove positions from the initial group, when necessary (e.g., last minute approval or if the budget status of a position changes)
- 2.2.4.8. Ability to group positions based on similar attributes (e.g., requiring fluency in Spanish)
- 2.2.4.9. Ability to track status of eligible candidates (e.g., in real-time showing when a candidate is hired, so other departments don’t move forward with interviewing them)
- 2.2.4.10. Based on eligible candidates not responding or rejecting opportunities, recalculate which candidates are available for a hiring manager to select from

Enhancements to modernize practices:

Certifying the eligible list

- 2.2.4.11. Ability to pull in all approved positions and any updated position information in real-time from PeopleSoft and tie them to an eligible list

Determining which candidates can be made available to hire (or “referred”)

- 2.2.4.12. Ability to use tags defined in previous modules (Section 2.2.1. Getting the Word Out and Section 2.2.2. Assessing Skills) to determine who can/cannot be referred (e.g., if someone only conditionally met minimum qualifications)

2.2.5. Determining Fit

The purpose of this module is for hiring managers to establish a process for determining and selecting the best eligible candidate for the position and their department/team through:

- A selection process (e.g., interviews, job-specific questionnaires, etc.)
- Capturing the results of any additional screening tied to the duties of the positions (e.g., background checks, medical examinations, etc.)

Elements to build a strong foundation:

Reviewing and reaching out to candidates

- 2.2.5.1. Ability to create and send additional questionnaires/forms to gather more information about candidates

- 2.2.5.2.** Ability to contact qualified candidates to ask if they are interested in a specific department's position(s)
- 2.2.5.3.** Ability to flag all qualified interested candidates and share those candidates' information with hiring managers
- 2.2.5.4.** Ability to "de-identify" parts of a candidate's application to mitigate implicit bias when reviewing applications--i.e., removing the candidate's name(s), school(s), address(es), and potentially other information that can reveal the demographic characteristics of the candidate

Interviewing

- 2.2.5.5.** Ability to invite candidates to interview
- 2.2.5.6.** Ability to capture feedback from all raters or interviewers on a per-candidate basis and in a consistent format
- 2.2.5.7.** Ability to create and digitally share interview summaries for all interviewers to highlight skills and abilities being tested and monitor interview questions/structure

Hiring decision

- 2.2.5.8.** Ability for raters/interviewers, HR, and the Civil Service Commission to reference all the different steps a candidate went through in the hiring process (with documentation of all scores, interview notes, and additional screens tied to the duties of the position)
- 2.2.5.9.** Ability to select a candidate to make an offer
- 2.2.5.10.** Ability to send out rejection and offer letters
- 2.2.5.11.** Have the entire hiring process, notes, and results well documented and in one place on a per-candidate basis and in a consistent format

Enhancements to modernize practices:

Interviewing

- 2.2.5.12.** Seamless calendar integration to assist with efficient and accurate scheduling of interviews and other meetings that might be required to complete the hiring process. CCSF currently uses Microsoft Office 365 for email and calendar.
- 2.2.5.13.** Ability for candidates to self-schedule interviews
- 2.2.5.14.** Ability to create interview packets with guidelines and rubrics that can be easily shared with interviewers or panel members to assist with structured interviewing
- 2.2.5.15.** Ability to compare raters' or interviewers' feedback to ensure consistency and mitigate bias across the entire organization

Hiring decision

- 2.2.5.16.** Ability to alert a user when they are trying to mark someone as hired and that candidate is not within a reachable rank

2.2.6. Data

Data is a critical piece of any applicant tracking system. The system should provide visibility into essential recruiting trends, answers to high-level recruiting questions, and insight into more nuanced parts of the hiring process.

Elements to build a strong foundation:

What data is captured

- 2.2.6.1. Applicant tracking system must provide and capture real-time data for all activities, updates, notes, and meetings scheduled that are recorded through the system (all data entered into the system must be owned by CCSF)

How data is made available to users

- 2.2.6.2. Ability to provide users with a dashboard with high-level metrics pertaining to jobs, candidates, and recruitments (City-wide and departmental)
- 2.2.6.3. All visualization of data needs to be user-friendly, actionable, and accessible to all individuals (especially non-technical individuals)
- 2.2.6.4. Provide the ability to drill down to draw conclusions at a more granular level
- 2.2.6.5. Ability to create, save, and share reports across different dimensions (e.g., City-wide vs. departmental)
- 2.2.6.6. CCSF's data needs will be different for each department and will continue to evolve over the years, so data collected through the applicant tracking system should be recorded in real-time and:
 - 2.2.6.6.1. Be downloadable and extractable in a non-proprietary format (i.e., XLS, SQL backup, CSV, etc.) without the aid of the vendor
 - 2.2.6.6.2. Have clear data definitions to ensure everyone understands the data in the same manner

How data is made available to other systems

- 2.2.6.7. Data should be easily accessible through an API to facilitate integration with other systems and manipulation if necessary (well-documented endpoints, webhooks, etc.)

Analytics

- 2.2.6.8. Ability to see real-time pipeline data about current recruitments (i.e., how many candidates have made it to each stage) to assist HR professionals and hiring managers in determining the health of their pipeline
- 2.2.6.9. Ability to see historical pipeline data about previous recruitments for analytical purposes
- 2.2.6.10. Ability to see real-time pipeline data as well as historical pipeline data cut by gender/ethnicity
- 2.2.6.11. Ability to define milestones related to time-to-hire and track that metric consistently

Enhancements to modernize practices:

How data is made available to users

- 2.2.6.12. Ability to set up automated reports shared with specific users at a specific time (e.g., every Monday morning at 9:00 a.m., every hiring manager should get an update on the status of their current recruitments)

Analytics

- 2.2.6.13. Ability to tell HR professionals and hiring managers if the pipeline for an existing recruitment is sufficient/insufficient and, in the event it is insufficient, recommend where CCSF should be reaching out
- 2.2.6.14. Automatically assist HR professionals and hiring managers in making smart recruiting decisions based on data (e.g., if an advertising campaign on a given social media site is yielding very few high-quality candidates, recommend to stop the campaign)

- 2.2.6.15.** Provide analysis of current processes, bottlenecks, and insight into hiring best practices to consistently be iterating and improving time-to-hire
- 2.2.6.16.** Provide guidance and educate HR on what to look for in hiring data based on other jurisdictions/agencies and recruiting trends

2.2.7. Communication

Communication plays a key role in ensuring all users are on the same page throughout the hiring process. Communication also has the potential to support candidates and ensure candidates are being offered the best possible user experience.

Elements to build a strong foundation:

Methods

- 2.2.7.1.** Email integration to track all communication in one place and be able to easily access historical communication (CCSF uses Microsoft Office 365)
- 2.2.7.2.** Allow candidates to receive text notices such as, but not limited to, new job opportunities, interviews, and hiring status updates

Tracking

- 2.2.7.3.** All communication and notes about a recruitment and a candidate is tracked in one place with a timestamp to allow for easy organization, access, reminders, and task management
- 2.2.7.4.** All decisions and results from all the stages of the hiring process are documented in one place for compliance and audit purposes
- 2.2.7.5.** Ability to send automatic reminders and provide task management tools for all entities involved in the hiring process to keep the work moving along in a timely manner

Automation

- 2.2.7.6.** Ability to bulk message candidates and/or take bulk actions, especially for positions with a high number of applicants/hires
- 2.2.7.7.** Ability to create and save templates for notices (e.g., rejection and offer letters)
- 2.2.7.8.** Ability to automatically send notices at the time of action (e.g., submittal of application, confirmation of self-scheduling appointment)
- 2.2.7.9.** Schedule automated notices, updates and no-update updates for candidates

Personalization

- 2.2.7.10.** Ability to personalize (e.g., automatically populate first name) all notices to offer the best candidate experience
- 2.2.7.11.** Offer ways for candidates to communicate with and reply to CCSF either via a portal, chat, or email
- 2.2.7.12.** Language used throughout the system should be defined and easy to understand
- 2.2.7.13.** Ability for candidates to see an overview of the entire hiring process and track where they are at in the process

Enhancements to modernize practices:

Methods

- 2.2.7.14.** Proposer provides live-person support for candidates, HR professionals, and hiring managers and funnels questions to CCSF administrators if Proposer cannot resolve them
- 2.2.7.15.** Chat feature to offer the best candidate support and experience

2.2.8. User Experience

In addition to the modules described in Sections 2.2.1 through 2.2.7, there will be elements in an applicant tracking system that will need to be explored and added in order to constantly offer the best possible user experience to candidates, hiring managers, and HR professionals. CCSF expects the selected Proposer to consistently value, complete, and prioritize research to ensure CCSF is meeting users' needs as they evolve.

Elements to build a strong foundation:

Look and feel

- 2.2.8.1.** A system that has a modern visual design, uses intuitive colors and language, and operates like a modern-day piece of software. Little or no training is required to complete tasks

Accessibility

- 2.2.8.2.** Ensure the system is accessible to individuals with disabilities
- 2.2.8.3.** Functional for all users across multiple browsers including the latest version of Chrome, Firefox, Safari, and Edge
- 2.2.8.4.** All job pages and applications are mobile-friendly

Access and permissions

- 2.2.8.5.** Ability for administrators to manage access and permissions for all users at the department, recruitment, exam, and user level

HR having insight into all points of contact

- 2.2.8.6.** Ability for HR professionals to see all the points of contact a candidate has had to help provide the feeling of a more continuous relationship knowing that there are many handoffs in the process

Facilitating hiring manager participation

- 2.2.8.7.** Hiring manager access to the applicant tracking system should be intuitive and user-friendly, requiring little training to:
 - 2.2.8.7.1.** Easily track all positions they are hiring for
 - 2.2.8.7.2.** Easily access and understand their hiring funnel
 - 2.2.8.7.3.** Input interview results
 - 2.2.8.7.4.** Easily communicate and collaborate with HR
- 2.2.8.8.** Within the applicant tracking system, make it as easy as possible for hiring managers to take action and find answers to the questions they have to increase participation and collaboration with HR

Enhancements to modernize practices:

Modularity

- 2.2.8.9.** Ability to plug into an Ecosystem of pre-built integrations to provide CCSF with an easy way to improve hiring processes and offer new features to Users

At this time, CCSF is not looking for Proposals for the following modules (grayed out in the diagram at the beginning of RFP Section 2.2): Define Roles, Number of Hires Needed by Role, and Onboarding. PeopleSoft currently supports the basic functionality behind these modules. However, as noted in Section 2.4, it is critical that the ATS solution integrates with PeopleSoft HCM 9.2 (and future releases) to ensure that data such as job classification information, approved positions, and new hires flow between the different systems.

2.3. Implementation Design

As mentioned previously, CCSF is looking to implement a modular and extensible solution that easily allows products to speak to one another. Therefore, any implemented solution (whether an individual module or a broader platform implementation) must present an Ecosystem-friendly approach with:

- 2.3.1.** Heavy use of standards-compliant exchange formats (such as JSON)
- 2.3.2.** The majority of core functionality is expected to have appropriate API endpoints to allow for automation and extension
- 2.3.3.** Event-based hooks or triggers that allow integrating
- 2.3.4.** Pre-built connectors or data-exchange formats for direct connection with other modules and services (without requiring custom coding)
- 2.3.5.** Responsive design assuming usage on different devices (desktop, mobile, tablet)
- 2.3.6.** Configurable capabilities that allow the application to be easily modified by non-technical staff when laws or policies change
- 2.3.7.** Complies with the Americans with Disability Act, including but not limited to Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. Sec. 794d), and WCAG 2.0 and 2.1 guidelines as amended or updated from time to time. For a complete list of requirements, please see the relevant sections in the attached contract templates (Attachments B and C). The selected vendor may also be asked to complete a Voluntary Product Accessibility Template (VPAT) [<https://www.itic.org/policy/accessibility/vpat>]

2.4. PeopleSoft Integration

CCSF utilizes Oracle PeopleSoft HCM 9.2 (on-prem) as a primary data-source, data-connection, and data-integration point. Therefore, solutions must support data exchange with PeopleSoft PeopleTools. For detailed information about PeopleSoft PeopleTools Integration Tools, please review the following PeopleBook online at https://docs.oracle.com/cd/E91187_01/pt855pbr2/eng/pt/tgst/concept_UnderstandingIntegrationTools-0767f4.html?pli=ul_d25e78_tgst.

Proposers who are concerned about the on-prem nature of CCSF's system are encouraged to ask questions before the questions deadline. CCSF believes that some of the options proposed in terms of how to interface with PeopleSoft (i.e., through an API layer, through a third-party integration partner) could address such concerns when integrating with a cloud-based ATS solution.

The preferred connection methodology for all integration points moving forward is the PeopleTools Integration Broker. Specific planning and execution of the Integration Broker development (or an alternative equivalent approach) will be necessary.

Based on the responses provided to the RFI published in 2018, CCSF foresees a few different approaches to help ensure integration between the cloud-based ATS solution and the current human capital management system (PeopleSoft 9.2):

- **Building an API layer facilitating the integration**--this could be in the form a hub (the role of the hub architecture would be to provide a common exchange and data broker through which various vendors, projects, and products can pass relevant events and data)--the hub would expose those PeopleSoft data, objects, and services through a RESTful, GraphQL, or similar modern API-based service architecture
- **Working with a third-party integration partner**
- **Addressing the different integration needs on a one-off basis**

There are five pre-built integrations between the current ATS and PeopleSoft:

- **Outbound (from PeopleSoft to ATS)** -- Please note that the current outbound interfaces use Secure File Transfer Protocol (SFTP) (not PeopleSoft Integration Broker) to push data files to the ATS
 - **Outbound Active Job and Salary info to ATS:** The purpose of this interface is to provide the ATS with job and salary information in support of creating, managing, and posting job recruitments. This is part of the Define Roles module. [See image at the beginning of Section 2.2]
 - **Outbound Active Positions and Positions Status Changes to ATS:** The purpose of this interface is to provide the ATS with approved position information and updates to position status for hiring checklist purposes and referrals. This is part of the Number of Hires Needed by Role and Matching Positions with Eligible Candidates modules. [See image at the beginning of Section 2.2]
 - **Outbound Create Recruit Request to ATS:** The purpose of this interface is to trigger a request to the ATS to create a new recruitment (planner). This is part of the Number of Hires Needed by Role module. [See image at the beginning of Section 2.2]
- **Inbound (from ATS to PeopleSoft)** -- Please note that the inbound interfaces use PeopleSoft Integration Broker/web services to pull data from the ATS
 - **Inbound Active Eligible Lists from ATS:** The purpose of this interface is to import active eligible list attributes from the ATS into PeopleSoft as part of a position approval process. This is part of the Number of Hires Needed by Role and Creating a Ranked List of Eligible Candidates module. [See image at the beginning of Section 2.2]
 - **Inbound Candidate Ready to Hire from ATS:** The purpose of this interface is to electronically transfer ready-to-hire applicants from the ATS to PeopleSoft. This is part of the Onboarding module. [See image at the beginning of Section 2.2]

At a minimum, CCSF will need to continue to integrate at these points in the process. However, CCSF recognizes that there could be many other processes that could be optimized with further integration (e.g., pulling in employee information including employee type, seniority date, and information allowing the system to calculate eligibility for promotional points).

2.5. Platform and Security Requirements

Any procured service (Software as a Service, or “SaaS”) or custom-implemented solution must meet a desired level of security, reliability, and performance. The data involved and transferred related to CCSF

hiring is sensitive and often legally protected. In addition to a minimum industry-standard level of data protection, preference is given to those solutions that present a comprehensive approach to keeping all data and flows secure and available.

The envisioned system and modules must secure applicant, employee, and all types of personally identifiable information data stored and accessed by the application(s). The system (including processes, interfaces, databases, and connections) must be secured against intrusion, injections, or other means intended to gain access to the application(s), data, or CCSF infrastructure.

- 2.5.1. Key high-level focus areas include:
 - 2.5.1.1. Well-designed and implemented security architecture that meets the relevant standards and best practices
 - 2.5.1.2. Design of a highly-reliable and redundant system that can be expected to provide maximum uptime
 - 2.5.1.3. Plan of data backups, recovery, and protection
 - 2.5.1.4. Response plan for security, incident, and downtime response
 - 2.5.1.5. Service-level agreement (SLA) for security, performance, and uptime
- 2.5.2. Additional specific requirements important to CCSF:
 - 2.5.2.1. **Proposer validation:** Undergo a security review at the choosing of CCSF, up to and including onsite audit and code review
 - 2.5.2.2. **Identity and access management:** Support the protocols specified below to integrate with CCSF's Identity and Access Management (IAM) system:
 - 2.5.2.2.1. SAML Federation
 - 2.5.2.2.2. OpenIDconnect
 - 2.5.2.2.3. OAuth 2.0
 - 2.5.2.2.4. Support social authentication like LinkedIn, Google, Facebook, etc.
 - 2.5.2.3. **Third-party auditing agreements:** All agreements dealing with the handling of CCSF information by third parties must include a clause granting permission to CCSF for the periodic auditing of the controls used for this information handling activities and specifying the ways in which CCSF information will be protected.
 - 2.5.2.4. **Software and data isolation:** Ensure, in multi-tenant offerings, that the structure or architecture of the provider isolates hosted data and operations from other tenants, so CCSF can accurately assess potential risks for its "independent" tenancy.
 - 2.5.2.5. **Availability:** Ensure that during an intermediate or prolonged disruption or a serious disaster, critical operations can be immediately resumed, and that all operations will be reestablished within an agreed-upon time.
 - 2.5.2.6. **Incident response:** A transparent response process in place and sufficient mechanisms to share information with CCSF during and after an incident that directly affects CCSF resources or data. Vendors must inform CCSF within a reasonable time after a breach has been discovered that directly impacts CCSF resources or data.
 - 2.5.2.7. **Data sanitization:** Ensure CCSF data is sanitized appropriately, either at CCSF's request or when CCSF withdraws from the service.
 - 2.5.2.8. **Privacy regulations:** The ATS solution must comply with privacy regulations, including but not limited to the General Data Protection Regulation (GDPR) and the California Information Practices Act/California Consumer Privacy Act (Civil Code § 1798 et seq.).

2.5.3. Legacy Data Migration

The Proposer will work with CCSF to identify, transform, and migrate legacy data. CCSF anticipates this process will involve significant planning efforts and will include many interrelated data models. Please note that while CCSF would ideally like to migrate as much legacy data as possible, the selected Proposer is expected to work with CCSF to identify the data that can be reasonably migrated.

2.6. Agile Best Practices and User-Centered Design Principles

As discussed in Section 1.9, sprint meetings will take place every two to four weeks to go over items to be prioritized and to plan the upcoming sprint. Sprints end with a sprint review (demonstrate work done, and accept or reject that work) and a sprint retrospective (to review performance).

The Proposer will implement a working product feature or module at the end of each sprint. CCSF and the Proposer will use the results of these sprints to decide together the goals of subsequent sprints. CCSF anticipates that work will continue until all critical product features are released and successfully implemented.

3. Pre-Proposal Conference

CCSF will host a Pre-Proposal conference to provide an overview of the Project, submission requirements, and answer questions received before the Pre-Proposal Conference Question deadline, as well as live questions. Attendance is recommended. Use the following link to register -- <https://sfhiring.typeform.com/to/Qu0AUG>

3.1. Pre-Proposal Conference Questions

To ensure the Proposer's RFP questions are addressed at the Pre-Proposal Conference, CCSF recommends that potential Proposers email questions to the RFP Contact by the Pre-Proposal Conference Question deadline. CCSF will also answer live questions, time permitting.

3.2. Location and Time

1:30 p.m. PT on Wednesday, June 5, 2019
Department of Human Resources
1 South Van Ness Ave, 4th Floor (x Market Street), San Francisco, CA 94103

This location is accessible by BART (Civic Center Station) and a number of MUNI routes.

3.3. Remote Attendance

For Proposers who cannot attend the Conference in person, CCSF will provide a link to connect. Make sure to register, so that CCSF can provide this link.

3.4. Post-Conference Summary

A summary of the information shared at the Pre-Proposal Conference will be posted on the City and County of San Francisco's Supplier Portal located online at <https://sfcitypartner.sfgov.org/pages/Events-BS3/event-search.aspx>.

4. City-Proposer Communications

Proposers are specifically directed NOT to contact any employees or officials of CCSF other than those specifically designated in this RFP and its Attachments. Unauthorized contact may be cause for rejection of proposals at CCSF's sole and absolute discretion. The RFP Contact is Michael Hirai at michael.hirai@sfgov.org

4.1. Deadline for RFP Questions

Please email any questions to the RFP Contact. No oral questions will be accepted. Questions, in accordance with the below schedule, must be in writing and received before the **Deadline for RFP Questions**. No questions will be accepted after this time with the exception of those concerning City vendor compliance. All inquiries should include the number and title of the RFP. Substantive replies will be memorialized in written addenda to be made part of this RFP. This RFP will only be governed by information provided through written addenda.

4.2. Summary of Information Requested and Presented

A summary of all addenda, questions, and answers pertaining to this RFP will be posted on CCSF's website at the following link listed under Sourcing Events, "EXT HRD | RFP#2019-02 APPLICANT TRACKING SYSTEM": <https://sfcitypartner.sfgov.org/pages/Events-BS3/event-search.aspx>.

Updates to this website may occur daily. Proposers are encouraged to check this website for any updates.

4.3. City Communication Following Receipt of Proposals

CCSF may contact the Proposers for clarification or correction of minor errors or deficiencies in their Proposals prior to deeming a Proposal as non-responsive. Clarifications are "limited exchanges" between CCSF and a Proposer for the purpose of clarifying certain aspects of the Proposals, and do not give a Proposer the opportunity to revise or modify its Proposal. Minor errors or deficiencies are defined as those that do not materially impact CCSF's evaluation of the Proposal; for example, failing to label the "original" Proposal as an "original." For information regarding CCSF's Evaluation Process, see RFP Section 6 - Evaluation Criteria.

5. Proposal Submission Requirements

5.1. Time and Place for Submission of Proposals

Proposals (both emailed and mailed/hand-delivered) and all related materials must be received by **Deadline for RFP Proposals**. Proposals must be **both** emailed and mailed/hand-delivered to:

Email:

Michael Hirai: michael.hirai@sfgov.org

Mail/Hand-delivery:

Michael Hirai

Department of Human Resources

1 South Van Ness Avenue, 4th Floor

San Francisco, CA 94103

CCSF requires mailed/hand-delivered materials to ensure the evaluation team can have a printed copy of all Proposals to facilitate the review process. The Proposal must be clearly marked **Applicant Tracking System Solution HRD-RFP#2019-02**.

Late submissions will not be considered, including those received late due to mail or delivery service failure. Please take notice, postmarks will not be considered in judging the timeliness of submissions.

5.2. Items to Include in the Proposal

Proposals should be complete and provide a straightforward, concise description of the Proposer's capabilities to satisfy the requirements of the RFP. Marketing and sales-type information should be excluded. All parts, pages, figures, and tables should be numbered and clearly labeled. The following items must be included in the Proposal:

5.2.1. Mail/Hand-deliver:

5.2.1.1. One (1) original set copy of signed CMD forms described in Sections 8, 9, and 12 of the RFP:

5.2.1.1.1. Form 2A-CMD Contract Participation Form

5.2.1.1.2. Form 3-CMD Non-Discrimination Affidavit

5.2.1.1.3. Form 4-CMD Joint Venture Form (if applicable)

5.2.1.1.4. Form 5-CMD Employment Form

5.2.1.2. One (1) original printed response (with original signatures) labeled as "Original." The pages should be bound by a method in which the sheets may be easily separated (e.g., 3-hole binder, binder clip, etc.).

5.2.1.2.1. RFP Template A-Submission Checklist

5.2.1.2.2. RFP Template B-Acknowledgment and Forms

5.2.1.2.3. RFP Template C-Minimum Qualifications

5.2.1.2.4. RFP Template D-Summary

5.2.1.2.5. RFP Template E1-Core Competencies

- 5.2.1.2.6. RFP Template E2-Core Competencies
- 5.2.1.2.7. RFP Template F1-Culture Fit
- 5.2.1.2.8. RFP Template F2-Culture Fit
- 5.2.1.2.9. RFP Template G1-Integrations
- 5.2.1.2.10. RFP Template G2-Integrations
- 5.2.1.2.11. RFP Template G3-Integrations
- 5.2.1.2.12. RFP Template H1-Creativity and Problem Solving
- 5.2.1.2.13. RFP Template H2-Creativity and Problem Solving
- 5.2.1.2.14. RFP Template I-Technical Abilities
- 5.2.1.2.15. RFP Template J-Cost Estimate
- 5.2.1.2.16. RFP Template K-Release and Waiver Agreement

5.2.1.3. Seven (7) additional complete printed copies of RFP Template D-Summary through RFP Template J-Cost Estimate for the evaluation team. The pages should be bound by a method in which the sheets may be easily separated (e.g. 3-hole binder, binder clip, etc.).

- 5.2.1.3.1. RFP Template D-Summary
- 5.2.1.3.2. RFP Template E1-Core Competencies
- 5.2.1.3.3. RFP Template E2-Core Competencies
- 5.2.1.3.4. RFP Template F1-Culture Fit
- 5.2.1.3.5. RFP Template F2-Culture Fit
- 5.2.1.3.6. RFP Template G1-Integrations
- 5.2.1.3.7. RFP Template G2-Integrations
- 5.2.1.3.8. RFP Template G3-Integrations
- 5.2.1.3.9. RFP Template H1-Creativity and Problem Solving
- 5.2.1.3.10. RFP Template H2-Creativity and Problem Solving
- 5.2.1.3.11. RFP Template I-Technical Abilities
- 5.2.1.3.12. RFP Template J-Cost Estimate

5.2.2. Email:

5.2.2.1. Email all RFP forms and templates in unprotected PDF or Excel format (with scanned or digital signatures). Electronic files for each Form/Template must include all documents submitted for that Form/Template in one, separate, complete, electronic file. Each file must be titled with RFP number, Proposer's name, and Form/Template number/letter (e.g., HRD-RFP#2019-02 ABC Company Form 2A, HRD-RFP#2019-02 ABC Company Template A), in that specific order.

- 5.2.2.1.1. Form 2A-CMD Contract Participation Form
- 5.2.2.1.2. Form 3-CMD Non-Discrimination Affidavit
- 5.2.2.1.3. Form 4-CMD Joint Venture Form (if applicable)
- 5.2.2.1.4. Form 5-CMD Employment Form
- 5.2.2.1.5. RFP Template A-Submission Checklist
- 5.2.2.1.6. RFP Template B-Acknowledgment and Forms
- 5.2.2.1.7. RFP Template C-Minimum Qualifications
- 5.2.2.1.8. RFP Template D-Summary
- 5.2.2.1.9. RFP Template E1-Core Competencies

5.2.2.1.10.	RFP Template E2-Core Competencies
5.2.2.1.11.	RFP Template F1-Culture Fit
5.2.2.1.12.	RFP Template F2-Culture Fit
5.2.2.1.13.	RFP Template G1-Integrations
5.2.2.1.14.	RFP Template G2-Integrations
5.2.2.1.15.	RFP Template G3-Integrations
5.2.2.1.16.	RFP Template H1-Creativity and Problem Solving
5.2.2.1.17.	RFP Template H2-Creativity and Problem Solving
5.2.2.1.18.	RFP Template I-Technical Abilities
5.2.2.1.19.	RFP Template J-Cost Estimate
5.2.2.1.20.	RFP Template K-Release and Waiver Agreement

5.3. Content

Proposers interested in responding to this RFP must submit the information required in Section 5.

Proposals received under this RFP that fail to address each of the requested items in sufficient and complete detail to substantiate that the Proposer can meet CCSF’s minimum qualifications will be deemed non-responsive and will not be considered for evaluation. Note that proposals stating, “To be provided upon request” or “To be determined” or the like, or that do not otherwise provide the information requested (left blank) are not acceptable and shall be deemed non-responsive.

5.4. Redact Confidential or Proprietary Information

All documents under this solicitation process are subject to public disclosure per section 67.24 of the San Francisco Administrative Code, “The San Francisco Sunshine Ordinance of 1999.”

- 5.4.1. Proposals to RFPs, contracts, and all other records of communications between CCSF and Proposers shall be open to inspection immediately after a contract has been awarded. Nothing in this Administrative Code provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit *until and unless that person or organization is awarded the contract.*
- 5.4.2. Proposers may redact any confidential or proprietary information, as appropriate, prior to submitting a response to this RFP.
- 5.4.3. Proposers should clearly indicate net worth or other proprietary financial data that CCSF should redact should the RFP response be publicly disclosed, with the understanding that this information cannot be redacted or withheld should a contract be awarded to the Proposer.

6. Evaluation Criteria

This section describes the guidelines used for analyzing and evaluating the Proposals. It is CCSF's intent to select Proposers for contract negotiations that will provide the best overall service package to CCSF inclusive of fee considerations. Proposers selected for contract negotiations are not guaranteed a contract. This RFP does not in any way limit CCSF's right to solicit contracts for similar or identical services if, in CCSF's sole and absolute discretion, it determines Proposals are inadequate to satisfy its needs. There are two phases to the evaluation process. CCSF and CMD staff first perform an Initial Screening as described in Section 6.2. Responses that pass the Initial Screening process (6.2) including Minimum Qualifications (6.3) will proceed to the Evaluation of Firms (that met Minimum Qualifications) described in Section 6.3. As in all professional service contracts, CCSF reserves the right to accept other than the lowest price offer and reject all Proposals that are not responsive to this request.

6.1. Evaluation Team

CCSF representatives will serve as the Evaluation Team responsible for evaluating Respondents. Specifically, the team will be responsible for the evaluation and rating of Proposals, and for interviews, if desired by the City. The Evaluation Team will be comprised of technology and HR experts.

6.2. Initial Screening

CCSF will review each Proposal for initial determination on responsiveness and acceptability in an Initial Screening process. Elements reviewed during the Initial Screening include, without limitation: compliance with CMD submission requirements; compliance with Minimum Qualification requirements (Section 6.3), compliance with format requirements, Proposal completeness, and verifiable references.

Proposals are not scored during the Initial Screening process. Initial Screening is a pass/fail determination as to whether a response meets the threshold requirements described above. By the **Deadline for RFP Responses**, any response that does not demonstrate that Proposer meets requirements in Section 6.3 will not be eligible for consideration in the Evaluation of Firms (that met Minimum Qualifications) described below in Section 6.4. CCSF reserves the right to request clarification from the Proposer prior to rejecting a response for failure to meet the Initial Screening requirements. Clarifications are "limited exchanges" between CCSF and a Proposer for the purpose of clarifying certain aspects of the Proposal, and will not give a Proposer the opportunity to revise or modify its response.

6.3. Types of Proposers and Minimum Qualifications

Any Proposal that does not demonstrate that the Proposer meets these minimum qualifications by the response deadline will be considered non-responsive and will not be evaluated or eligible for award of any subsequent contract(s). To be deemed eligible for Proposal evaluation, each Proposer is required to complete the requirements and submit the forms described in Templates A-K as part of its Proposal.

6.3.1. Types of Proposers

6.3.1.1. Defining Prime Proposer and Lead JV Partner(s)

Any Prime Proposer with subconsultants responding to this RFP must clearly identify the lead Proposer (referred to hereafter as Prime Proposer). A Proposer cannot be a Prime Proposer on more than one (1) Proposal. In addition, if a Prime Proposer intends to be listed as a subconsultant on another competing Proposal, this should be fully disclosed to the impacted parties.

Any Joint Venture (JV) responding to this RFP must clearly identify the lead Proposer (referred to hereafter as the Lead JV Partner). A Proposer cannot be a Lead JV Partner on more than one (1) Proposal. In addition, if a Lead JV Partner intends to be listed as a subconsultant on another competing Proposal, this should be fully disclosed to the impacted parties.

6.3.1.2. Anticipated Prime Proposer and Lead JV Partner(s)

CCSF requires that the Prime Proposer or Lead JV Partner be the ATS provider. In order to provide a solution that meets CCSF's needs, CCSF expects the Prime Proposer to be extending their existing solution to meet the needs outlined in Section 2.2. Any custom work required (including any custom integrations) as well as implementation could be done by the Prime Proposer or a subconsultant or by the Lead JV Partner or JV Partner.

6.3.2. Minimum Qualifications

For Sections 6.3.2.1. and 6.3.2.2., Proposers must provide a prior project reference demonstrating their ability to meet each minimum qualification listed. Proposers should include no more than three (3) total references. In other words, at least one of the projects referenced has to meet multiple minimum qualifications. For Section 6.3.2.3., in lieu of references, Proposers must acknowledge their ability to meet the minimum qualification listed.

6.3.2.1. The Prime Proposer or Lead JV Partner must possess the following qualifications:

- 6.3.2.1.1.** Experience providing and implementing a cloud-based ATS to an organization (other than the City and County of San Francisco) that processes at least 100,000 job applications per year or has at least 10,000 employees
- 6.3.2.1.2.** Implemented a product that handles personally identifiable information
- 6.3.2.1.3.** Implemented a product that meets Gov Sec 508 and WCAG 2.0 or 2.1 guidelines as periodically amended or updated
- 6.3.2.1.4.** Implemented a product that integrates with PeopleSoft HCM
- 6.3.2.1.5.** Implemented a product that uses an API to interface with other core HR systems as well as smaller integration points or subsystems

6.3.2.2. The Proposed Project Manager must possess the following qualifications:

6.3.2.2.1. Experience working with agile development processes and investing in feedback cycles to improve products and processes in an iterative way

6.3.2.3. Geographic limitations:

6.3.2.3.1. CCSF data must be hosted on servers located within the continental United States

6.4. Proposal Evaluation Criteria

Proposers that pass Section 6.3.2. Minimum Qualifications will be evaluated in accordance with the criteria below. This portion will consist of five components plus a summary and a cost estimate (Sections 6.4.1. through 6.4.7.), each measuring and assessing aspects that are key to the success of the Project, both short-term and long-term. As the evaluation team is made up of both technical and non-technical staff, CCSF recommends the use of visualizations, diagrams, mock-ups, and clickable prototypes where indicated.

6.4.1. Summary – 10%

Proposer must complete Template *D-Summary*.

Proposers shall submit a summary of the Project approach and team structure. Proposers shall describe how the proposed solution will accomplish CCSF's goals. What expertise/skills does each vendor bring to the Project and, if there are multiple vendors, what role will each vendor play? Summary is limited to two pages (single-sided).

6.4.2. Core Competencies – 20%

6.4.2.1. Meeting Scope of Work requirements outlined in: RFP Section 2.2.1. *Getting the Word Out*, RFP Section 2.2.2. *Assessing Skills*, RFP Section 2.2.5. *Determining Fit*, RFP Section 2.2.6. *Data*, RFP Section 2.2.7. *Communication*, and RFP Section 2.2.8. *User Experience*

Proposer must complete Template *E1-Core Competencies Response Template*.

For each of the "Getting the Word Out," "Assessing Skills," "Determining Fit," "Data," "Communication," and "User Experience" modules, choose one of the options below to describe how the Proposer's product addresses each requirement:

- Natively
- Is offered through an existing Ecosystem of pre-built integrations with SaaS products
- Requires customization

- Is roadmapped for the future
- Not feasible

Proposers who offer features natively or through an existing Ecosystem of pre-built integrations will be given the most points.

As noted above, CCSF has distinguished between elements that are core to building a strong foundation versus those CCSF currently defines as enhancements that would help CCSF modernize its practices. Proposers will be given points if they can provide enhancements, though the enhancements will be weighted lower than the elements defined as being core to building a strong foundation.

6.4.2.2. Showcasing functionality most valued by Users

Proposer must complete *Template E2-Core Competencies Response Template*.

Describe one piece of functionality that is most valued by the Proposer's current users (candidate, hiring manager, or HR professional) for each of the following modules: RFP Section 2.2.1. *Getting the Word Out*, RFP Section 2.2.2. *Assessing Skills*, RFP Section 2.2.5. *Determining Fit*, RFP Section 2.2.6. *Data*, RFP Section 2.2.7. *Communication*, and RFP Section 2.2.8. *User Experience*. Describe the functionality and the value it adds. Feel free to include screenshots and/or data analyses that might help CCSF get to know your product. Please do not include sales materials. Answer is limited to twenty pages total (single-sided).

6.4.3. Culture Fit – 10%

6.4.3.1. Articulating CCSF's needs outlined in RFP Sections 1.4. and 1.6.

Proposer must complete *Template F1-Culture Fit Response Template*.

As outlined in Sections 1.4. and 1.6., there are many Pain Points experienced by different Users throughout the hiring process. Given all the work the Hiring Modernization Project team has completed, the Proposer shall synthesize and articulate the problem CCSF is looking to address, the solution CCSF is trying to procure, and how CCSF should determine what a subsequent RFP could focus on. Answer is limited to one page (single-sided).

6.4.3.2. Approach to project implementation

Proposer must complete *Template F2-Culture Fit Response Template*.

Describe your approach implementing this large Project (given CCSF's size of 35,000 employees with 9,000 hires per year across 1,100 job classifications). Provide an implementation timeline. Provide an example of an implementation that could have gone better (e.g., what did the Proposer learn from it that would inform how the Proposer would implement a solution with CCSF?) Answer is limited to two pages (single-sided).

6.4.4. Integrations – 20%

It is CCSF's goal to move closer to a world where automation reduces manual errors and expedites processes. Central to this philosophy is the need for a coherent plan for integrating with other systems.

The first system to integrate with is CCSF's human capital management system, PeopleSoft 9.2. It is where the hiring process starts and ends (positions get approved in PeopleSoft and hired candidates become employees in PeopleSoft). In addition to those two key points in the process, additional information will need to flow between PeopleSoft 9.2 and the Proposer's system, so it will be essential to be able to interface with PeopleSoft for the hiring-related purposes outlined in the RFP (and more over time).

As part of CCSF's modular approach, CCSF plans to integrate with additional systems going forward. The implemented product will have integration points with PeopleSoft, and be extensible to appropriately add spokes that address other needs down the road such as handling assessments, auditing, and onboarding.

With this in mind, the questions below ask the Proposer to provide high-level architecture diagrams with accompanying explanation that demonstrate the Proposer's vision for their ATS solution as part of a much larger integrated system. The response must include explanations of data flows and architecture decisions.

6.4.4.1. Include and discuss the PeopleSoft integration solution

Proposer must complete Template *G1-Integrations Response Template*.

Explain which integration method (outlined in RFP Section 2.4.) the Proposer intends on using and why. Describe how the architecture decisions balance trade-offs between extensibility, flexibility, and simplicity. Answer is limited to three pages (single-sided) including diagrams.

6.4.4.2. Discuss interfacing with additional modules

Proposer must complete Template *G2-Integrations Response Template*.

Describe how the Proposer sees their approach scaling over time to account for additional "modules" or hiring tools CCSF might want to integrate with and for which data will need to be pushed to and/or pulled from PeopleSoft. Will a hub-and-spoke architecture be required? Should CCSF build a central app that handles all data flows or should one-off connections be built between systems that need to communicate? Describe how the various systems might connect over the next few years and make sure to highlight the respective roles of the Proposer's ATS and PeopleSoft. To help frame the Proposer's response, choose two of the three following modules—which CCSF will be working on next—and include them in your diagram. Answer is limited to nine pages (single-sided) including diagrams.

- **Assessments:** CCSF foresees using many different exam platforms to appropriately assess for the varied skillsets that are needed across the 1,100 different job classifications CCSF hires for. Something approximating an assessments API to ensure CCSF is bringing in data consistently and does not have to build one-off integrations for every new exam platform will be necessary.

- **Auditing:** As a public entity, CCSF has many auditing responsibilities. CCSF needs to be able to quickly and easily access when system actions were performed in the ATS and who performed them. How would the Proposer expose that data to CCSF systems?
- **Onboarding:** An employee’s journey starts before their first day on the job. CCSF wants to enhance the experience of a candidate who has accepted an offer and help shepherd them through a process that will put them in the best position to thrive as an employee. This module would need to interface with PeopleSoft as well as the Proposer’s ATS.

6.4.4.3. Include a diagram and discussion of any existing relationships the Proposer has with an Ecosystem of HR tools

Proposer must complete *Template G3-Integrations Response Template*.

Describe the Ecosystem, how it was built, how users (organizations who have procured the ATS and developers/companies wanting to add tools to it) access it, and the Ecosystem’s vision for the future. Answer is limited to two pages (single-sided).

6.4.5. Creativity and Problem Solving – 20%

Government hiring process rules, especially for San Francisco, are complex. CCSF does not expect Proposers to meet all of those requirements “out-of-the-box.” CCSF expects Proposers to demonstrate their ability to think creatively to extend their ATS to meet complex requirements over the coming years.

The creation of the eligible list (based on exam scores) as well as the certification and referral processes are unique parts of CCSF’s hiring process and are prime examples of requirements CCSF eventually wants to meet using this extensible approach. Provide a high-level roadmap and accompanying discussion for how the Proposer’s ATS could be part of a solution to address these requirements.

6.4.5.1. Extending the Proposer’s ATS to address the “eligible list” feature set

Proposer must complete *Template H1-Creativity and Problem Solving Response Template*.

The roadmap shall include extending the Proposer’s ATS to address the “eligible list” feature set.

After reviewing the deep dive on the exam scoring and eligible list creation in Sections 11.1. and 11.2., use the examination data and additional instructions attached to create an eligible list, which takes into account the Knowledge, Skills, and Abilities (KSAs) and weights of each component to determine each candidate’s raw exam scores. Use Template H1 to fill in the values obtained for all score values. If any section does not apply to a specific candidate, enter “N/A.” Describe the process for calculating the scores for each component. There is no page limit. Answers must be thorough, yet concise.

6.4.5.2. “Cert/referral” minimum viable product (“MVP”) and phased implementation plan

Proposer must complete *Template H2-Creativity and Problem Solving Response Template*.

Use the eligible list created in RFP Section 6.4.5.1. or create your own to answer the following:

The roadmap shall include a “cert/referral” MVP. After reviewing the deep dive on the certification and referral processes in Section 11.3., describe what a “cert/referral” minimum viable product would look like. Include screenshots, service diagrams, or a link to a demo. Include any relevant milestones to build this MVP.

The roadmap shall also include a phased implementation plan. How would the Proposer help CCSF move towards automating the certification and referral processes? Where would the Proposer start? How would the Proposer build the process out over time? How would the Proposer address the dynamic nature of these processes? There is no page limit. Answers must be thorough, yet concise.

6.4.6. Technical Abilities – 15%

Proposer must complete Template I-*Technical Abilities Response Template*.

This RFP and the subsequent awarded Proposer are key building blocks for helping CCSF build out a larger HR infrastructure that is more modern, data-driven, and intuitive. In order for CCSF to deliver on this vision, Proposers must be able to execute RFP Section 6.4.5. Creativity and Problem Solving with a high level of technical expertise.

Proposers shall write a mock technical brief to the Proposer’s engineering team explaining the work that needs to get done to complete the “cert/referral” MVP (as outlined in RFP Section 6.4.5. Creativity and Problem Solving). Answer is limited to fifteen pages total (single-sided).

- 6.4.6.1. Include “The how.”** - Explain how the work shall be carried out. What is the technical implementation plan? Provide specific API endpoints and documentation of them. Will webhooks be used to push data? If so, provide the specific hooks, data formats, and their documentation. Will an Extract, Transform and Load (ETL) tool be used? If so, which one and at what step in the process? Briefly describe language, frameworks, and other tools you would direct the engineering team to use as part of the solution.
- 6.4.6.2. Include “The who.”** - How would the Proposer resource this Project (skills, team members, head-counts, etc.)? Would the Proposer work with outside collaborators? Describe the team’s relevant experience and plan to engage with CCSF to ensure Project success.
- 6.4.6.3. Include “The when.”** - Include a rough timeline for the development of the MVP. Will the Proposer work iteratively? How will the Proposer deliver features and engage CCSF to test functionality? How will the Proposer incorporate initial user feedback? How long will the total effort take?

6.4.7. Cost Estimate – 5%

Proposer must complete Template J-*Cost Workbook*.

It is the responsibility of the Proposer to ensure spreadsheet calculations are correct. Please note CCSF reserves the right to reduce scope should the highest ranking/winning Proposal exceed CCSF's budget.

6.5. Selection Process

Following evaluation of the written Proposals, CCSF may elect to invite up to the five (5) highest scoring Proposers to interview with the Evaluation Team. CCSF has sole and absolute discretion over whether interviews will be conducted or whether ranking and selection will be based solely on the evaluation of written Proposals.

6.5.1. Selection Interviews

If interviews are pursued, interviews will consist of standard questions and be worth 100 points. Interviews are projected to take place the week of August 12, 2019.

Each Proposer should ensure that its Key Personnel and lead staff of proposed subcontractors to be assigned to the Project attend interviews. Key Personnel must include the proposed Account Manager or the proposed point of contact responsible for managing Project resources, budget, timeline, key deliverables, and completion. The Proposer's named project manager must be present and lead the Proposer's presentation and responses. Resumes of each team member who will be working with CCSF will be required. CCSF reserves the right to only allow Prime Proposers to attend the interviews in the event that the same subcontractor is listed on more than one Proposal.

Points awarded for interviews will be evaluated separately from the points awarded for evaluation of written Proposals. If CCSF elects to conduct interviews, average interview scores (rounded to zero decimal points) will be the sole determinant for ranking the interviewed Proposers. The Proposer with the highest interview score, therefore, will be issued an "Intent to Award Contract" notification.

In the event of a tie or an average panel score total differential of 1 point or less, CCSF will utilize a tie-breaker method. The method that shall be used as a "tie-breaker" in the event of a two-way (or more) tie of the responsive/responsible Proposers will be to place the names of the Proposers in a container. The first name drawn will be the proposed awardee. The remaining Proposer(s) name(s) will be drawn sequentially and noted in case negotiations with the first Proposer fail and CCSF opts to move to negotiate with the next Proposer. All affected Proposers will be invited to attend the drawing of the names.

6.5.2. Reference Checks

Reference checks, including, but not limited to, prior clients as indicated in RFP Response Template C-Minimum Qualifications, may be used to determine the applicability of Proposer's experience to the services CCSF is requesting and the quality of services and staffing provided to prior clients, as well as adherence to schedules/budgets and Proposer's problem-solving, project management, and communication abilities, as well as performance on deliverables and outcomes, and effectiveness in meeting or exceeding project objectives. If reference checks deem that information included in a Prior Project Description or elsewhere in the response is untruthful, then CCSF will reject the response.

6.5.2.1. Release and Waiver Agreement

To effectuate the candid completion of the reference check above, Proposer is required to sign the RFP Response Template K-Release and Waiver Agreement.

6.5.3. Other Terms and Conditions

The selection of any Proposer for contract negotiations shall not imply acceptance by CCSF of all terms of the response, which may be subject to further negotiation and approvals before CCSF may be legally bound thereby.

CCSF will select the most qualified and responsive Proposer with whom CCSF staff will commence contract negotiations. If a satisfactory contract cannot be negotiated in a reasonable time with the selected Proposer, then CCSF, in its sole discretion, may terminate negotiations and begin contract negotiations with the next highest scoring Proposer it deems qualified. CCSF, in its sole discretion, has the right to approve or disapprove any staff person assigned to its projects before and throughout the contract term. CCSF reserves the right at any time to approve, disapprove, or modify proposed project plans, timelines, and deliverables, provided that all modifications are within the scope of services sought by this RFP.

7. Protest Procedures

7.1. Protest of RFP Terms

Failure of a Proposer to comply with the protest procedures set forth in this section will render a protest inadequate and non-responsive, and will result in rejection of the protest.

Should a prospective Proposer object on any ground to any provision or legal requirement set forth in the RFP (including all Appendices and all Addenda), including but not limited to protests based on allegations that: (i) the RFP is unlawful in whole or in part, (ii) one or more of the requirements of the RFP is onerous, unfair, or unclear; (iii) the structure of the RFP does not provide a correct or optimal process for the solicitation of the Services; (iv) the RFP contains one or more ambiguity, conflict, discrepancy or other error; or (v) the RFP unnecessarily precludes alternative solutions to the Services or project at issue, the prospective Proposer must provide timely written notice of protest as set forth below.

By 5:00 p.m. PST on the third (3rd) working day of the issuance of the RFP, any Proposer may submit a written notice of protest via email to the RFP Contact as directed by Section 7.1. Protests or notices of protests delivered orally (e.g., by telephone) will not be considered.

The protest shall state the basis for the protest, refer to the specific requirement or portion of the RFP at issue, and shall describe the modification to the RFP sought by the prospective Proposer. The protest shall also include the name, address, telephone number, and email address of the person representing the prospective Proposer.

If required, CCSF may extend the response submittal deadline to allow sufficient time to review and investigate the protest, and issue Addenda to incorporate any necessary changes to the RFP.

7.2. Protest of Non-Responsiveness Determination

By 5:00 p.m. PT on the fifth (5th) working day of CCSF's issuance of a notice of non-responsiveness, any Proposer that has submitted a response and believes that CCSF has incorrectly determined that its response is non-responsive, may submit a written notice of protest by email (fax is not acceptable) as directed in Section 7.4. Such notice of protest must be received by CCSF on or before 5 p.m. PT of the fifth (5th) working day following CCSF's issuance of the notice of non-responsiveness.

The notice of protest must include a written statement specifying in detail each and every reason asserted for the protest. The protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for CCSF to determine the validity of the protest.

7.3. Protest of Notice of Intent to Award

Within five (5) working days of CCSF's issuance of a notice of intent to award a contract under this RFP, any Proposer that has submitted a responsive proposal and believes that CCSF has incorrectly selected another Proposer for award may submit a written notice of protest by mail or email (fax is not

acceptable). Such notice of protest must be received by CCSF on or before the fifth (5th) working day after CCSF's issuance of the notice of intent to award a contract.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for CCSF to determine the validity of the protest.

7.4. Delivery of Protests

All protests must be received by the specified dates and time deadlines specified in Section 7. Protests or notice of protests made orally (e.g., by telephone) or by fax will not be considered. Protests must be delivered via email to the RFP Contact.

7.5. Protest Review

The Department of Human Resources will confirm receipt of notice of protest by Proposer which must be submitted in accordance to Section 7.1, 7.2, 7.3, and 7.4.

If a Proposer submits a complete and timely protest, the Department of Human Resources will review notice of protest soon after receipt of the protest to determine validity of notice, including, but not limited to: (1) receipt by due date; (2) inclusion of a written statement specifying in detail each and every one of the grounds asserted for the protest; (3) signed by an individual authorized to represent the Proposer; (4) citation of the law, rule, local ordinance, procedure or RFP provision on which the protest is based; and (5) specification of facts and evidence sufficient for CCSF to determine the validity of the protest.

A Proposer may not rely on a protest submitted by another Proposer, but must timely pursue its own protest.

CCSF, at its discretion, may make a determination regarding a protest without requesting further documents or information from the Proposer who submitted the protest. Accordingly, the initial protest must include all grounds of protest and all supporting documentation or evidence reasonably available to the prospective Proposer at the time the protest is submitted. If the Proposer later raises new grounds or evidence that were not included in the initial protest, but which could have been raised at that time, then CCSF may not consider such new grounds or new evidence.

If the notice of protest is determined to be valid, the Department of Human Resources shall review facts and evidence to determine the outcome of the protest, citing any applicable laws, rules, ordinances, procedures, and/or provisions. The review shall be an informal process conducted by the Department of Human Resources or its designee and will be based upon the information submitted by the Proposer in its protest letter. The Department of Human Resources may seek input from the City Attorney's Office, Office of Contract Administration, Contract Monitoring Division, and/or other City departments as needed or appropriate. The Department of Human Resources will notify the Proposer in writing of its decision at the conclusion of the review. The Human Resources Director or her designee shall make the final determination regarding the outcome of the protest. The decision of the Department of Human Resources is final.

8. Awarded Vendor Compliance

In order to sign a contract with CCSF, the awarded Prime Proposer or Joint Venture Team must fulfill the City's administrative requirements for doing business with the City and become a compliant vendor. Fulfillment is defined as completion, submission, and approval by applicable City agencies of the forms and requirements referenced in RFP Template B-Acknowledgment and Forms. CCSF recommends that non-compliant Proposers get started on this process as soon as possible, though it is not a requirement for Proposal submission.

9. RFP Terms and Conditions

By submitting a Proposal, the Proposer, on behalf of itself and its Partners/Subcontractors acknowledges and agrees that:

- 9.1. PROPOSER AUTHORIZATION: The signatories are authorized by the Proposer to make representations for the Proposer and to obligate the Proposer to perform the commitments contained in its Proposal.
- 9.2. PROPOSER SELECTION: Based on Proposals received to this Request for Proposals (“RFP”), it is the intent of the Department of Human Resources to select the highest scoring and most responsive Proposer for contract negotiations. This RFP does not in any way limit the City’s right to solicit contracts for similar or identical services if, in the City’s sole and absolute discretion, it determines Proposals received are inadequate to satisfy its needs.
- 9.3. CONTRACT NEGOTIATIONS: The City will select the highest scoring Proposer with whom the Department of Human Resources staff will commence contract negotiations. If a satisfactory contract cannot be negotiated in a reasonable time or for a reasonable price with the selected Proposer, then the Department of Human Resources, in its sole discretion, may terminate negotiations and begin contract negotiations with next highest scoring Proposer. The selection of any Proposer for contract negotiations shall not imply acceptance by the City of all terms of the Proposal, which may be subject to further negotiation and approvals before the City may be legally bound thereby.
- 9.4. NO GUARANTEE OF WORK OR COMPENSATION: There is no guarantee of a minimal amount of work or compensation for any of the Proposers selected for contract negotiations.
- 9.5. COMPLIANCE WITH LAWS AND REGULATIONS: Proposer must comply with all applicable State, Federal, and local laws. In the event any governmental restrictions may be imposed which would necessitate alteration of the material, quality, workmanship or performance of the items offered on this Proposal prior to their delivery, it shall be the responsibility of the successful Proposer to notify the City at once, indicating in their letter the specific regulation which required such alterations. The City reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.
- 9.6. STAFFING: The key individuals listed and identified in the Proposal will be performing the work and will not be substituted with other personnel or reassigned to another project by the Proposer/Contractor without the City’s prior approval or request. The City, in its sole discretion, shall have the right to review and approve all staff assigned to provide services throughout the duration of the contracts negotiated under this RFP. Such approval by the City will not be unreasonably withheld. If selected for interviews, the Proposer’s key individuals, including partner/subcontractor representatives, will be required to meet with the City prior to selection for contract negotiations.
- 9.7. LEAD ROLE: The selected Proposer will be expected to take the lead role in project management and staff/subcontractor coordination. Proposals should factor this assumption into pricing.

9.8. S.F. Administrative Code Chapter 14B LOCAL BUSINESS ENTERPRISE (“LBE”) SUBCONTRACTING REQUIREMENT: see Section 12.

There is no LBE subcontracting requirement for the total value of goods and services provided under this RFP and resulting contracts. LBEs are strongly encouraged to submit proposals and will be eligible for rating bonus. See Section 12 for more information.

9.9. CITY’S APPROVAL RIGHTS OVER SUBCONTRACTORS AND SUBCONTRACTOR PAYMENTS: The City has approval rights over the use of all subcontractors. Proposers must identify all subcontractors in their Proposal and these subcontractors must conform to all City policies regarding subcontractors. Furthermore, each Proposer understands, acknowledges, and agrees that if it subcontracts with a third party for services, the Proposer accepts responsibility for full and prompt payment to the third party. Any dispute between the Proposer and the third party, including any payment dispute, will be promptly remedied by the Proposer. Failure to promptly remedy or to make prompt payment to a third party (subcontractor) may result in the City’s withholding of payment to the Proposer.

9.10. CITY RESOURCES: The City will arrange for Contractor’s access to equipment and data as deemed appropriate by the City.

9.11. ADMINISTRATIVE REQUIREMENTS: see RFP Response Template B.

In order to sign a contract with CCSF, Proposer must fulfill the City’s administrative requirements for doing business with the City. Fulfillment is defined as completion, submission and approval by applicable City agencies of the forms and requirements referenced in RFP Template B.

9.12. THE CITY’S TERMS AND CONDITIONS: see RFP Attachments B and C.

Proposer is willing and able to meet all of the City’s terms and conditions as stated in the City’s standard professional services agreement template and/or the Software as a Service agreement template (collectively “Agreement”) (see RFP Attachments B and C). Proposers wishing to negotiate modification of other terms and conditions must attach a copy of the City’s Agreement referring to the specific portion of the Agreement to be changed, and show proposed changes (deleted sections with a strikethrough and added sections in boldface type). The City’s selection of any Proposer who proposes changes to the City’s Agreement terms shall not be deemed as acceptance of the Proposer’s proposed changes.

9.13. TERM OF COST AND WORK EFFORT ESTIMATE: Submission of a Proposal signifies that the proposed services and prices are valid for the full term of the contract awarded under this RFP, including all options to extend, and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

The City may award contract(s), based on Proposals received without discussion. A Proposer’s initial cost and work effort estimate should, therefore, be based on the most favorable terms available. The City reserves the right to accept other than the lowest price offer and reject all Proposals that are not responsive to this RFP.

- 9.14. RELEASE OF LIABILITY:** The Proposer hereby releases all individuals, entities and firms from all claims and losses that may arise from said individuals, entities or firms providing information, comments, or conclusions to inquiries that the City and County of San Francisco may make regarding the qualifications of any individual or firm seeking to be selected as a contractor or subcontractor in connection with this RFP. This release is freely given and will be applicable whether or not the proposals by said individuals, entities or firms are accurate or not, or made willfully or negligently.
- 9.15. FINANCIAL RESPONSIBILITY FOR PROPOSAL COSTS:** The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Proposals (and related materials), once submitted, become the property of the City and may be used by the City in any way deemed appropriate, and will be returned only at the City's option and at the expense of the Proposer submitting the Proposal. One copy of a submitted proposal will be retained for official files and become public record.
- Any material that a Proposer considers as confidential but does not meet the disclosure exemption requirements of applicable public disclosure laws, including but not limited to the San Francisco Sunshine Ordinance and the California Public Records Act, should not be included in the Proposer's Proposal, as it may be made available to the public.**
- 9.16. CONTRACT TIMELINE:** Actual contract periods may vary, depending upon service and project needs. Any Proposer selected for a contract must be available to commence work no later than the estimated start date stated in the RFP. It will be the responsibility of any Proposer selected for contract negotiations to disclose, before negotiations commence, any limitations that may impact its ability to complete work in accordance with anticipated deliverables and timelines.
- 9.17. OBJECTIONS TO RFP TERMS OR RFP ADDENDA:** Should a Proposer object on any ground to any provision or legal requirement set forth in this RFP, the Proposer must, not more than three (3) business days after the RFP is issued, provide written notice to the Department of Human Resources setting forth with specificity the grounds for the objection. The City may modify the RFP document through RFP addenda. If any Proposer wishes to object on any ground to any provision set forth in an addendum, it must notify the City no later than three (3) business days following the posting of the addendum. The failure of a Proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.
- 9.18. EXCEPTIONS TO THIS RFP:** All information requested in this RFP must be supplied. Proposers may clearly identify any exceptions to the RFP in this section and must provide a written explanation to include the scope of the exceptions, the ramifications of the exceptions for the City, and the description of the advantages or disadvantages to the City as a result of exceptions. The City, in its sole discretion, may reject any exceptions or specifications within the Proposal. Proposers may also provide supplemental information, if necessary, to assist the City in analyzing Proposals.
- 9.19. ERRORS AND OMISSIONS IN RFP:** Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify the Department of Human Resources in writing, if

the Proposer discovers any ambiguity, discrepancy, omission or other error in the RFP. Any such notification should be directed to the Department of Human Resources promptly after discovery, but in no event later than three (3) business days following the RFP issuance or RFP addendum. Modifications and clarifications will be made by addenda as provided below.

- 9.20.** INQUIRIES AND COMMUNICATIONS REGARDING RFP: Inquiries regarding the RFP and all communications including notifications related to, exceptions or objections to, or of an intent to request written modification or clarification of, the RFP must be directed by email (mail and fax are not acceptable) to the RFP Contact.
- 9.21.** CHANGE NOTICES: The Department of Human Resources may modify the RFP, prior to the Proposal due date, by issuing written addenda. The Department of Human Resources will make reasonable efforts to post notification of modifications in a timely manner. Notwithstanding this provision, the Proposer shall be responsible for ensuring that its Proposal reflects any and all addenda issued by the Department of Human Resources prior to the Proposal due date regardless of when the Proposal is submitted. Therefore, the City recommends that the Proposer call the Department of Human Resources or check the Department of Human Resources website before submitting its Proposal to determine if the Proposer is aware of all addenda.
- 9.22.** REVISION OF PROPOSAL: Proposer may revise a Proposal on the Proposer’s own initiative at any time before the deadline for Proposals. The Proposer must submit the revised Proposal in the same manner as the original. A revised Proposal must be received on or before the Proposal due date. In no case will a statement of intent to submit a revised Proposal, or commencement of a revision process, extend the Proposal due date for any Proposer. At any time during the Proposal evaluation process, the Department of Human Resources may require a Proposer to provide oral or written clarification of its Proposal. The City reserves the right to reward the contract to the highest proposal without further clarification of Proposals received.
- 9.23.** CONFLICTS OF INTEREST: The successful Proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City’s Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful Proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful Proposer might be deemed contractors under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten (10) calendar days of the City notifying the successful Proposer that the City has selected the Proposer.

PROPOSERS ARE STRONGLY ADVISED TO CONSULT WITH THEIR LEGAL COUNSEL REGARDING THEIR ELIGIBILITY TO SUBMIT A PROPOSAL FOR THIS RFP OR SUBSEQUENT RFQS/RFPS.

9.24. PROPOSER’S OBLIGATIONS UNDER THE CAMPAIGN REFORM ORDINANCE: Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with, or is seeking a contract with, any department of the City for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, for a grant, loan or loan guarantee, or for a development agreement, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate any time from the submission of a proposal for the contract until the later of either the termination of negotiations for such contract or twelve months after the date the City approves the contract.

If a Proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, at any time from the submission of a proposal for the contract until the later of either the termination of negotiations for such contract or twelve months after the date the City approves the contract, the Proposer is prohibited from making contributions to:

- the officer’s re-election campaign;
- a candidate for that officer’s office;
- a committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any City officer or employee about a particular contract, or a City officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (i) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (ii) a City officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Proposals, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

- a) **Criminal.** Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 for each violation or a jail term of not more than six months, or both.
- b) **Civil.** Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the City Attorney for an amount up to \$5,000 for each violation.
- c) **Administrative.** Any person who violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for any penalties authorized therein.

For further information, Proposers should contact the San Francisco Ethics Commission at (415) 252-3100.

9.25. SUNSHINE ORDINANCE: In accordance with San Francisco Administrative Code §67.24(e), contracts, contractors’ bids, proposals to solicitations and all other records of

communications between City and persons or firms seeking contracts, shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request. Proposer understands that any writing presented under this RFP may be subject to public disclosure.

9.26. PUBLIC ACCESS TO MEETINGS AND RECORDS: If a Proposer is a non-profit entity that receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the Proposer must comply with Chapter 12L. The Proposer must include in its Proposal (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to Proposer's meetings and records, and (2) a summary of all complaints concerning the Proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the Proposers shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in Proposer's Chapter 12L submission shall be grounds for rejection of the Proposal and/or termination of any subsequent Agreement reached on the basis of the Proposal.

9.27. RESERVATIONS OF RIGHTS BY THE CITY: The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

- a) Waive or correct any defect or informality in any Proposer, proposal, or proposal procedure;
- b) Reject any or all Proposals;
- c) Reissue a Request for Proposals;
- d) Prior to submission deadline for Proposals, modify all or any portion of the selection procedures, including deadlines for accepting Proposals, the specifications or requirements for any materials, equipment, or services to be provided under this RFP, or the requirements for contents or format of the Proposals;
- e) Procure any materials, equipment, or services specified in this RFP by any other means; or
- f) Determine that no contract will be pursued.

9.28. NO WAIVER: No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a Proposer to observe any provision of this RFP. Failure by the Department to object to an error, omission, or deviation in the Proposal in no way will modify the RFP or excuse the Proposer from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

9.29. CERTIFICATION: Each Proposer hereby certifies that it has carefully examined this RFP and documents attached hereto for terms, conditions, specifications, covenants, requirements, services, etc.; and the Proposer certifies that it understands the services requested, that the Proposer has knowledge and expertise to provide the proposed services submitted for

consideration, and that its Proposal is based upon the terms, conditions, specifications, services, and requirements of this RFP and attachments. By its signature on Response Template B, the Proposer certifies that its Proposal is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a Proposal for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud, so that all Proposals for the purchase will result from free, open, and competitive proposing among all vendors, in compliance with the City's laws.

9.30. ACCEPTANCE: Submission of a Proposal indicates a Proposer's acceptance of the terms and conditions contained in this RFP unless clearly and specifically noted otherwise in the Proposal. The City may discontinue its selection, contract negotiations, or contract award processes with any Proposer if it is determined that the Proposer has not accepted the RFP terms and conditions contained herein.

9.31. CONTRACT REQUIREMENTS:

9.31.1 Standard Contract Provisions

The successful proposer will be required to enter into a contract substantially in the form of the Agreement for Professional Services. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another firm and may proceed against the original selectee for damages.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits, (§10.5 in the Agreement); the Minimum Compensation Ordinance (§10.7 in the Agreement); the Health Care Accountability Ordinance (§10.8 in the Agreement); the First Source Hiring Program (§10.9 in the Agreement); and applicable conflict of interest laws (§10.2 in the Agreement), as set forth in paragraphs 9.31.2, 9.31.3, 9.31.4, 9.31.5, and 9.31.6 below.

9.31.2 Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the CMD's website at www.sfgov.org/CMD.

9.31.3 Minimum Compensation Ordinance (MCO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross

compensation and paid and unpaid time off that meet certain minimum requirements. For the contractual requirements of the MCO, see §47.

For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract.

Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

9.31.4 Health Care Accountability Ordinance (HCAO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

9.31.5 First Source Hiring Program (FSHP)

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at <https://oewd.org/first-source> and from the First Source Hiring Administrator, (415) 701-4848.

9.31.6 Conflicts of Interest

The successful Proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful Proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten (10) calendar days of the City notifying the successful Proposer that the City has selected the Proposer.

10. Glossary of Terms for Section 11

10.1 Position: During the annual budget cycle, departments make requests for a series of jobs across different classifications as a means of ensuring they have the human capital they need to perform their work. Positions can be filled or vacant and are of different types. The two most common ones are permanent civil service positions and exempt positions.

10.1.1 Permanent civil service (PCS) positions are not time-limited and in essence reflect work that the department feels will be needed on an ongoing basis. There is a specific process to fill permanent civil service positions (as defined by civil service rules). These positions require all applicants to take an exam, and have their results scored and ranked on an eligible list. When departments have positions to fill, the eligible list is used to determine who the department can consider. This is a core component of the civil service process that allows for all candidates to have an equal and fair shot at employment.

10.1.2 Exempt positions are used for time-specific work that might not be needed on an ongoing basis. Employment is therefore at-will. These positions are not subject to the civil service environment mentioned above (these positions are “exempt” from civil service). The process to fill exempt positions is therefore less formal than the one described above and does not require candidates to take an examination. The hiring process is left up to the discretion of the hiring manager/department (most usually involving a series of interviews).

10.2 Recruitment: The process by which CCSF finds qualified candidates for a position. As mentioned above, the selection process for exempt positions is not subject to civil service rules. For PCS positions, however, there are civil services rules defining how a recruitment is carried out--these processes usually involve:

10.2.1 Announcement (“posting the job”): The official notice of a recruitment that informs candidates about the position(s) to be filled. The announcement includes information such as job description, minimum qualifications, certification rule and the selection procedures (interviews, exams) to be performed.

10.2.2 Certification Rule: The rule that will be used to determine how many top-ranking candidates a department will be able to consider for their position. Rules are determined by both CCSF and the union for each permanent civil service recruitment process. It is determined prior to the administration of the exam through written communication between both parties. *See Section 11.2 for detailed rule and its application.*

10.2.3 Application: The means by which a candidate formally expresses interest and submits the necessary information to be considered for a position.

10.2.4 Minimum qualifications: Requirements such as experience, education, or training that a candidate must possess in order to be invited to the next phase of the selection process.

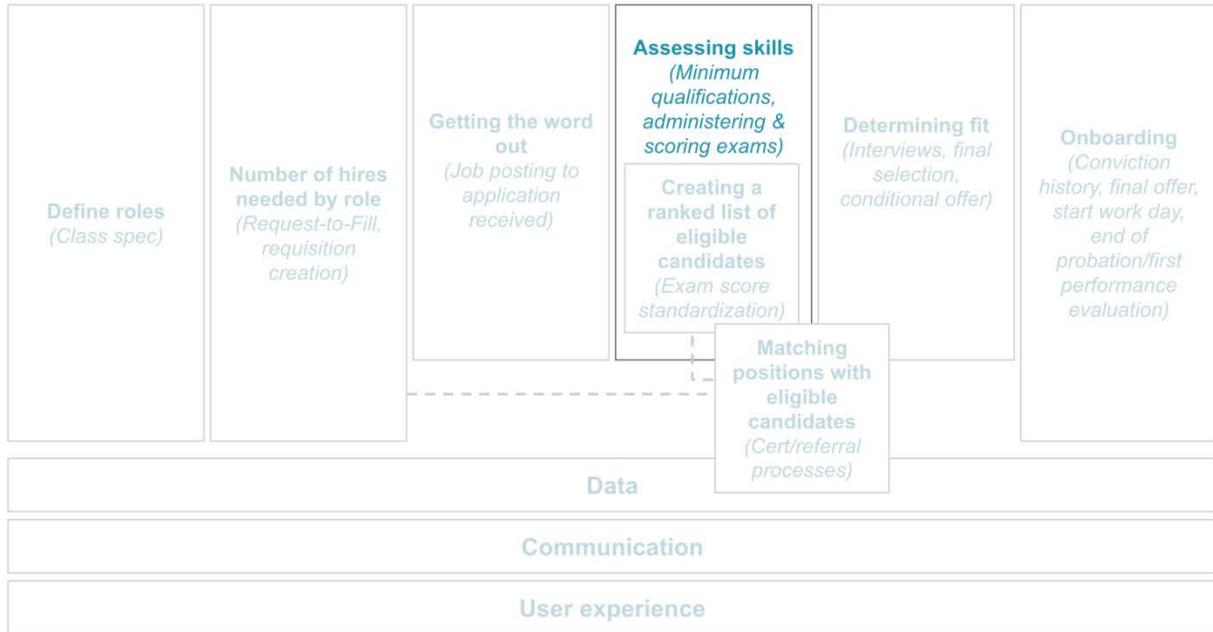
- 10.2.5 Examination:** A formal test of a person's knowledge, skills, or abilities related to the position to which they have applied.
- 10.2.6 Eligible list score:** As a result of the one or many examinations taken by a given applicant, an eligible list score is calculated and used to determine the rank of that candidate on an eligible list. These scores have expiration dates.
- 10.2.7 Eligible list rank:** The position of a candidate on an eligible list. Ranks are based on eligible list score. More than one eligible candidate can be in the same rank.
- 10.2.8 Eligible list:** A list of candidates in rank order who have successfully met minimum qualifications and passed all phases of the examination process. In many cases, this list is confidential and only accessible by Human Resources staff. In order to meet different hiring needs, there are two main types of lists:
- 10.2.8.1 Continuous list:** These are often used for hard-to-fill positions or positions with high turnover. Candidates are periodically added to the eligible list as new qualified candidates apply and successfully pass all examinations. Since the candidates are added at different times, the list does not expire. Instead, each candidate is removed from the list when their eligible list score's expiration date has passed.
 - 10.2.8.2 Discrete list:** These are the result of recruitments where candidates are only able to apply during a specific period. Successful candidates are ranked on an eligible list that has a singular expiration date. After that expiration date, the eligible list is inactive and cannot be used.
 - 10.2.8.3 Eligible:** An individual on the eligible list.
- 10.2.9 Certification ("Cert"):** The act of taking vacant, approved positions and connecting them to the eligible list for the purpose of initiating the hiring process.
- 10.2.10 Referral:** After a position or positions have been certified, the act of providing hiring departments with eligibles who can be considered to fill the position(s).
- 10.2.11 General waiver:** A status given to a candidate who has been allowed to be placed on the eligible list, but cannot be considered until they have completed additional requirements (e.g., a candidate who needs to graduate before they can be considered as fully meeting the minimum qualifications). Such a candidate must have the general waiver status removed before they can be referred to a department for consideration.
- 10.2.12 Reachables:** Ranks and corresponding eligibles that the department can consider for appointment based on the recruitment's certification rule.
- 10.2.13 Alternates:** Ranks and corresponding eligibles that are not immediately available at the time of referral to the hiring department, but may become available should candidates opt out or fail to respond during any phase of the selection process.

10.2.14 Special requirements: Additional characteristics associated with some positions, such as additional qualifications (e.g., foreign language fluency, special license, etc.), schedule, or location. After the referral, departments will reach out to ask if candidates are interested in the position and whether they meet the special requirements.

11. Background Information on Unique Government Processes

11.1 CCSF’s Exams Process

For all permanent civil service hires at CCSF, positions must be filled through an examination process, where only the top performing individuals can be considered for vacancies. This section explains the examinations process and types of examinations currently performed.



The above diagram demonstrates which module is being detailed in this section.

11.1.1 Types of Exams

11.1.1.1 Behavioral Consistency Questionnaires: Questions are focused on asking candidates to explain their experience in job-related areas. These exams are scored by a group of raters based on a pre-established rubric for knowledge, skills, and abilities (“KSAs”) important for the position. For scoring purposes, the candidate’s name must be removed so that the raters do not know the identity of the individual.

11.1.1.2 Computer Exam (Non-Proctored): An examination where the candidates take a computer examination at home or a location of their choosing. Computer exams have numerous question types such as multiple choice, matching, fill-in, drag and drop, etc. The candidate must complete the exam in a single sitting while the computer is locked so that web-browsing and taking screenshots are not an option. Candidates are emailed a link to take the examination with a specified deadline for completion.

11.1.1.3 Computer Exam (Proctored): An examination where the candidates take a computer examination at a testing center. The candidate is scheduled to take the exam at a specific date, time, and location.

- 11.1.1.4 Oral, Performance, or Written Essay Exam:** Examinations where the candidate is expected to provide responses in written or verbal form. These exams are scored by a group of raters based on a pre-established rubric for KSAs important for the position. For scoring purposes, the candidate’s name must be removed so that the raters do not know the identity of the individual.
- 11.1.1.5 Training & Experience Evaluation:** Candidates are asked to complete a survey regarding their previous training and experience. Options may be multiple-choice or multiple-answer. Each answer option has a score associated with it.
- 11.1.1.6 Written Multiple-Choice Exam:** An examination where the test taker chooses the best option amongst the options provided. These exams are administered in-person and require a method for a candidate’s responses to be scored against an answer key.

11.1.2 Regardless of the type of exam, all exams are comprised of the same four sections which are essential for creating the eligible list:

Creating exam questions, rubric, and answers	Administering exam in-person or online	Scoring exam	Standardizing and storing results
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Behavioral Consistency Questionnaires:

Creating exam questions, rubric, and answers	Administering exam in-person or online	Scoring exam	Standardizing and storing results
Questions and rubric are developed by internal staff.	Candidates are digitally provided questions to complete on their own.	<p>Questionnaires completed by candidates are shared with raters with identifiable information (names, schools, addresses) removed.</p> <p>Questionnaires and rubrics should be digitally shared, and results inputted and recorded to a candidate’s file.</p> <p>KSA ratings should be tracked per rater.</p>	Ratings are converted into a raw score based on the average score per KSA and the weight of each KSA.

		Results should be editable in case there appears to be inconsistencies and where a re-review would be necessary.	
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Computer Exam (Non-Proctored):

Creating exam questions, rubric, and answers	Administering exam in-person or online	Scoring exam	Standardizing and storing results
<p>Questions and answers are developed by internal staff or outsourced.</p> <p>The exam provider stores the questions and answers.</p> <p>Answer key should be editable in case a question is determined to be unclear or have unintended bias based on item analysis.</p> <p>At times, questions and answer options are weighted differently.</p>	<p>Candidates are provided with a unique link to access the examination.</p> <p>Tests are given online at a location of the candidate's choice (home, library, etc.)</p>	<p>Scores are calculated immediately upon completion and should be recorded to a candidate's file.</p>	<p>Item analysis data needs to be available.</p> <p>Broad analysis (mean, standard deviation, etc.) as well as demonstrating how stats were calculated must be recorded.</p> <p>In some situations, candidates cannot re-take an exam unless a certain amount of time has passed. After this time has passed, candidates can decide to keep their exam scores active for a longer period of time if they apply to other opportunities.</p>

Computer Exam (Proctored):

Creating exam questions, rubric, and answers	Administering exam in-person or online	Scoring exam	Standardizing and storing results

<i>[Same as Computer Exam (Non-Proctored)]</i>	Tests are given online, either at a CCSF testing center or remotely at an approved proctored national testing center.	<i>[Same as Computer Exam (Non-Proctored)]</i>	<i>[Same as Computer Exam (Non-Proctored)]</i>
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Oral, Performance, or Written Essay Exam:

Creating exam questions, rubric, and answers	Administering exam in-person or online	Scoring exam	Standardizing and storing results
Questions and rubric are developed by internal staff or outsourced.	Tests are given in person, but CCSF hopes to move more and more online over time.	<p>Raters are selected and given a list of KSAs to rate the candidate. Rating forms do not indicate the identity (name) of the candidate.</p> <p>Rubric is confidentially shared with raters to ensure objective ratings.</p> <p>KSA ratings should be tracked on a per rater basis.</p> <p>If a rater has a close connection with a candidate they can recuse themselves and, therefore, will not score that individual. Scores are calculated based on the average number of raters who scored an individual.</p>	<p>Ratings are converted into a raw score based on the average score per KSA and the weight of each KSA.</p> <p>Results need to be accessible and in an easy-to-read format in order to provide information to candidates. Certain information is redacted during these reviews (e.g., rater name).</p>

Training & Experience Evaluation:

Creating exam questions, rubric, and answers	Administering exam in-person or online	Scoring exam	Standardizing and storing results
Multiple-choice	Candidates are digitally	The sum of scores	Scores are true scores.

<p>questions or multiple-answer questions are developed by internal staff.</p> <p>HR professionals determine points that should be associated with each answer option.</p>	<p>provided questions to complete on their own.</p>	<p>should be calculated and recorded to a candidate's file.</p>	<p>There is no additional standardization needed.</p>
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Written Multiple-Choice Exam:

<p>Creating exam questions, rubric, and answers</p>	<p>Administering exam in-person or online</p>	<p>Scoring exam</p>	<p>Standardizing and storing results</p>
<p>Questions and answers are developed by internal staff or outsourced.</p> <p>A database of answers must be stored. Database must allow for more than one answer option to be considered correct.</p> <p>Answer key must be editable (i.e., modify answer, remove question) in case a question is determined to be unclear or have unintended bias based on item analysis.</p> <p>At times, questions and answer options are weighted differently.</p>	<p>Tests are given in person, but CCSF hopes to move more and more online over time.</p>	<p>Answer sheets must be scanned, scored against the answer key, and results recorded.</p>	<p>Item analysis data needs to be available.</p> <p>Broad analysis (mean, standard deviation, etc.) as well as demonstrating how stats were calculated must be recorded.</p> <p>Passpoint analysis based on overall candidate gender/ethnicity must be shown.</p> <p>Results need to be accessible and in an easy-to-read format in order to provide information to candidates.</p> <p>In some situations, candidates cannot re-take an exam unless a certain amount of time has passed. After this time has passed, candidates can decide</p>

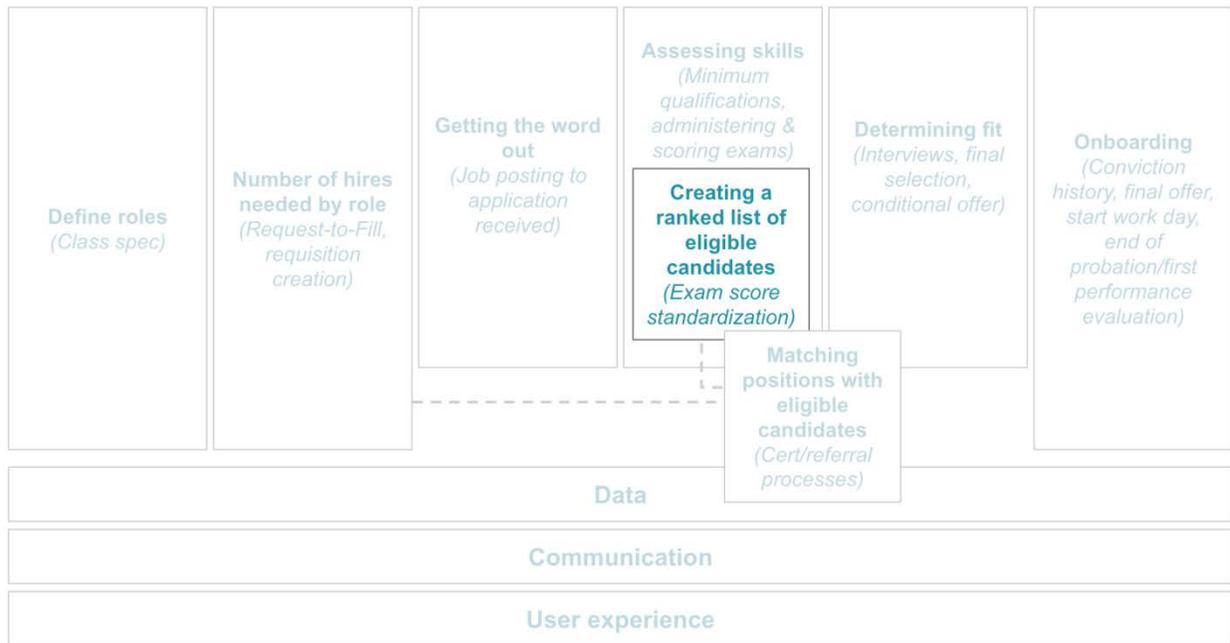
			to keep their exam scores active for a longer period of time if they apply to other opportunities.
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11.1.3 Additional Points

Currently CCSF gives extra points to candidates who pass the examination process if they meet certain criteria. Some examples of these include:

- **Veteran's Points:** Given to candidates who are not currently CCSF employees and who are veterans.
- **Promotional Points:** Given to candidates who are currently CCSF employees and who have met certain internal criteria.
- **Job Experience Points/Skilled Labor Points:** May be given to candidates who have completed specialized training programs.

11.2 CCSF's Eligible List Process



The above diagram demonstrates which module is being detailed in this section.

11.2.1 Creation of eligible list

Once all portions of the exam process are completed, CCSF is required to create an eligible list which ranks candidates based on how well each candidate performed in comparison to one another. Lists can be one of two types:

- 11.2.1.1 Discrete:** Candidates apply during a set filing period. Candidates who pass all examination phases are ranked in descending score order (i.e., highest score is Rank 1, next highest score is Rank 2, etc.). Each candidate has the same expiration date.
- 11.2.1.2 Continuous:** Candidates are ranked based on pre-set groupings of scores. Veteran and Promotional points should be added *prior* to the grouping of scores. Candidates can apply at any time and are added onto the list upon successful completion of the examination process by merging with other candidates previously on the list. Candidates will have different expiration dates based on when they were added to the list.

In both cases, candidates are scored on a 700-1000 point scale and each examination component needs to be properly weighted within this scale. However, eligible list scores can go beyond this range for candidates who are provided additional points (e.g., veteran's/promotional points) as listed in the previous section.

11.2.2 Posting of Eligible List Information

For some recruitments of the police and fire departments, an eligible list must be posted publicly on CCSF’s website. The eligible list should include:

- 11.2.2.1** Each candidate listed in rank order displaying their name and score received
- 11.2.2.2** The posting date of the eligible list and the duration for which candidates can protest their scores
- 11.2.2.3** The job code and job title, specialty of the position (if applicable), scope, and working title (if applicable)
- 11.2.2.4** How long the list can be used (see certification Section 11.3 for more details)
- 11.2.2.5** List adoption date (when the list is officially ready to hire from)
- 11.2.2.6** Notes (additional comments that may be needed)

For other recruitments, the eligible list must remain confidential, as in the names of eligibles can only be seen by HR personnel. For such recruitments, CCSF is required to post an examination score report which includes all the information listed above, but does not list candidate names. Instead, it needs to display the total number of eligible candidates and how many are at each rank/score.

Current examples of eligible lists and score reports can be found at <https://sfdhr.org/examination-results>

11.2.3 Sending Information to Candidates

Each candidate receives a notice of their exam results. This notice must include:

- 11.2.3.1** Rank
- 11.2.3.2** Eligible list score
- 11.2.3.3** The raw score of each exam
- 11.2.3.4** Any additional points (such as veteran’s points and promotional points)

11.2.4 Providing Candidates with Opportunity to Review Results

Per CCSF’s Civil Service Commission rules, after a candidate receives their examination results, they are given three to five days, depending on the recruitment, to ensure that their scores are correctly calculated. This period is called the “Review of Ratings” period.

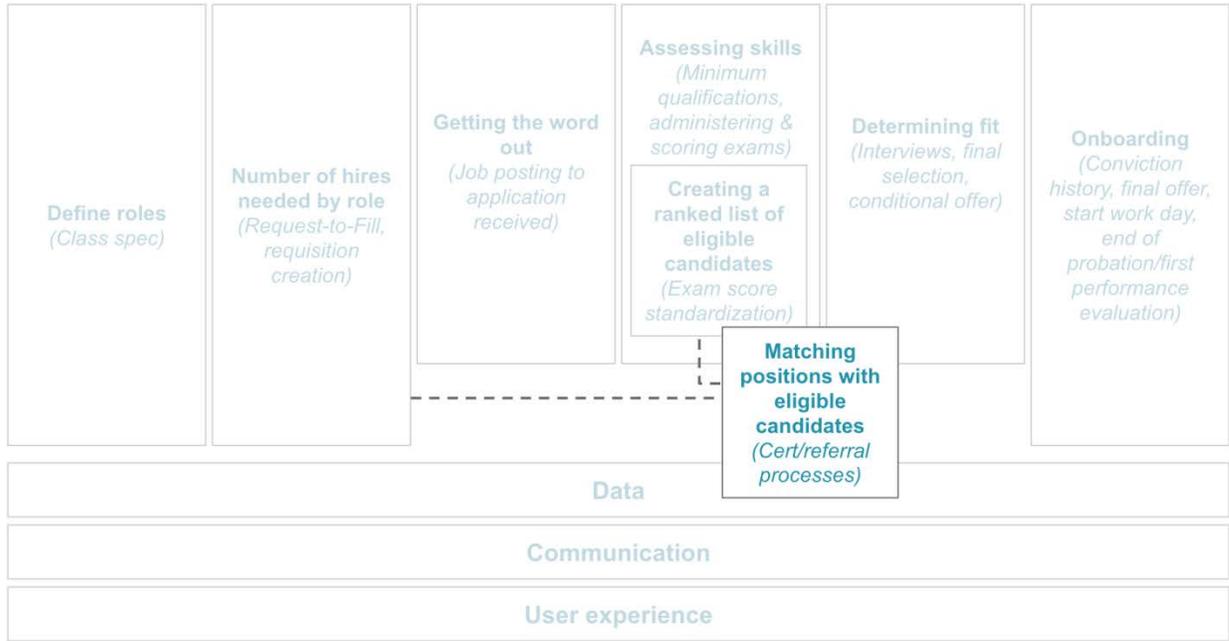
11.2.5 Adopting an Eligible List

After the Review of Ratings period ends, the HR professional submits a request to a central team at the Department of Human Resources for the list to be formally adopted (i.e., made official and ready for use). The adoption involves designating the appropriate adoption date and expiration date (and recording them in the system).

11.2.6 Extending an Eligible List

Eligible lists are initially active for a time period of six months to two years, after which the eligible list expires. In some cases, it may be decided to extend the eligible list beyond the initial expiration date.

11.3 CCSF’s Certification and Referral Processes



The above diagram demonstrates which module is being detailed in this section.

At a high-level, the certification process ensures the right subset of eligible candidates (from the adopted eligible list) is made available to hiring managers for hire. This subset of eligible candidates is known as being “reachable.” In order to know which ranks (and the corresponding eligible candidates since there can be many eligible candidates per rank) are reachable, two key questions need to be answered:

- How many vacant positions are tied to that eligible list?
- What is the Certification Rule associated with the recruitment that was administered to create the eligible list?

11.3.1 Certifying Positions to a List

Once a list (discrete or continuous) has been adopted, the key next step is to determine which positions can be filled from that eligible list (i.e., tying open positions to the pool of eligible candidates you can pick from).

The date on which this happens--the certification date--ends up playing an important role in the lifecycle of a candidate who ultimately gets hired for one of the vacant positions tied to the list. More specifically, that date determines the current employee’s seniority (e.g., if two CCSF employees were being compared, their certification dates and not their start dates would be used to determine seniority).

Once it is known how many positions are certified to a given list, the Certification Rule can be applied.

11.3.2 The Certification Rule and its Different Types

A Certification Rule is used to determine which eligible ranks are made available (or reachable) to hiring managers for hire.

There are two different types of rules:

11.3.2.1 Rule of Three: This is currently the most common Certification Rule used by CCSF. Under this rule, to fill a single position, the hiring department must consider only the three (3) highest available ranks (and the corresponding candidates) from the eligible list.

11.3.2.2 Expanded Certification Rules: An expanded Certification Rule is any certification beyond the Rule of Three (e.g., Rule of Five, Rule of Seven, Rule of Ten, or Rule of the List). For example: Under the Rule of Five, to fill a single position, the hiring department must consider only the five (5) highest available ranks from the eligible list. For Rule of the List, the department can consider all ranks.

11.3.3 Applying the Certification Rule

To fill more than one position, CCSF considers the number of positions plus the certification rule number, minus one: $[(\text{Number of Positions} + \text{Cert Rule number}) - 1]$

- Example with Rule of Three:
 - One position approved for hire:
 - The 3 highest available ranks are reachable: $(1 + 3) - 1 = 3$
 - Four positions approved for hire:
 - The 6 highest available ranks are reachable: $(4 + 3) - 1 = 6$
- Example with Rule of Five:
 - One position approved for hire:
 - The 5 highest available ranks are reachable: $(1 + 5) - 1 = 5$
 - Four positions approved for hire:
 - The 8 highest available ranks are reachable: $(4 + 5) - 1 = 8$
- There is no formula needed for Rule of the List

11.3.4 Determining Which Ranks (and Corresponding Eligible Candidates) are “Reachable” or “Alternate”

With the information listed in the sections above, it can now be clearly determined which ranks (and corresponding eligible candidates) on the eligible list are “reachable.” All others are said to be “alternate” ranks.

Departments are allowed to consider additional ranks to hire from, beyond the original reachable ranks, if all eligibles in a reachable rank waive the opportunity to participate in the selection process.

For example, under the Rule of Three:

The Department of Emergency Management has one (1) position they need to hire for, which means that the top three ranks are reachable. There are two (2) candidates at each of the top three (3) ranks.

Rank	Candidate	Status
Rank 1	Candidate A	Interested
Rank 1	Candidate B	Interested
Rank 2	Candidate C	<i>Is not interested (formally declined)</i>
Rank 2	Candidate D	Interested
Rank 3	Candidate E	Interested
Rank 3	Candidate F	Interested
Rank 4	Candidate G	Interested
Rank 4	Candidate H	Interested

In this scenario, Rank 4 and the corresponding eligibles are not reachable because there is still a candidate available in Rank 2 (Candidate D).

If, however, Candidate D had also not been interested in the position (formally declined) then Rank 4 and the corresponding candidates are reachable.

Please note that at times, there may be a need to remove positions (e.g., for budget changes, transfers, disability placements) or add a position (last-minute approval of a position that should have been certified to a list). In these cases, the number of reachable ranks is recalculated based on the new number of positions available.

11.3.5 Referring Eligible Candidates to Hiring Department(s)

After determining who is reachable, the central team at the Department of Human Resources sends the hiring department(s) the most up-to-date eligible list clearly distinguishing between reachable and alternate ranks. This is known as the “referral.”

11.3.6 Notifying Candidates They Have Been Referred

The central team at the Department of Human Resources simultaneously notifies the eligibles that their names have been referred (sent to the hiring department for consideration) either as reachables or as alternates. This is known as a “Notice of Certification.” The Notice of Certification is informational only and shall not require a response from the eligibles.

11.3.7 Sending Notice of Inquiry to Eligible Candidates

When hiring department(s) have received the referral clearly distinguishing between eligible candidates in reachable and alternate ranks, they can send a “Notice of Inquiry” (or “NOI”) to eligible candidates. The NOI is essentially a survey to determine whether the candidates are interested in the specific position(s) at the specific department(s). This is also an opportunity to obtain additional information from the candidate such as whether or not they meet special requirements of the position (e.g., language fluency).

Eligibles are required to respond to an NOI by the deadline specified by the department (minimum five (5) business days). Those who respond stating they are not interested, do not meet the special requirements, and/or do not reply will not be considered further for the position, but will remain on the eligible list for other positions.

11.3.8 Continuing the Hiring Process with Candidates within the Reachable Ranks

At this point, departments have a 60-day window to complete the selection process and select a candidate to hire (per Civil Service rules). All departments independently run their own hiring processes to determine which candidates within the reachable ranks (who have also responded positively to the NOI) they want to move forward with. This is when hiring managers conduct interviews--and/or use other selection methods such as questionnaires--to determine whether the candidate is a right fit for the position. The goal is to ultimately extend a conditional offer.

If at any given point departments are in a place where they cannot fill the position because not enough candidates have responded positively to the NOI and/or meet the special requirements of the position, departments can mark the position as unfillable and, if approved by the central team at the Department of Human Resources, pursue another means to fill it.

11.3.9 How the Cert and Referral Processes Evolve Over Time

The process outlined above gets more complex over time as the statuses of approved positions change, as new positions get approved, and as candidates are no longer available.

Today, this process is completed manually and is a key piece of what CCSF wants to automate over time. CCSF doesn't have a preferred method for automating this moving forward; rather CCSF wants to work with the right partner to help figure this out.

Some examples of variables that make this part of the process dynamic include:

- Additional positions getting approved
- Approved positions getting canceled/removed
- Candidates not meeting special requirements for the position
- Candidates no longer being interested in positions at CCSF
- Candidates getting hired
- Candidate's eligible list score expiring
- Candidates getting hired for part-time positions but still being eligible for full-time positions

All of the variables listed above affect the number of reachable eligibles available to hiring departments and must be recorded for auditing purposes.

12. Contract Monitoring Division (“CMD”) Requirements

12.1. Local Business Enterprise Requirements and Outreach-Chapter 14B Requirements

The requirements of the Local Business Enterprise and Non-Discrimination in Contracting Ordinance set forth in Chapter 14B of the San Francisco Administrative Code as it now exists or as it may be amended in the future (collectively the “LBE Ordinance”) shall apply to this RFP.

12.2. LBE Subconsultant Participation

The LBE subconsulting participation requirement is waived for this project.

12.3. LBE Prime/JV Participation

12.3.1. Micro-LBE and Small-LBE Bid Discount/Rating Bonus

Rating bonuses do apply to the procurement of services under this RFP because the anticipated Agreement amount is under \$10 Million.

The City strongly encourages response packages from qualified Micro- and Small-LBEs. Pursuant to Chapter 14B, the following rating bonus will be in effect for the award of this project for any proposers who are certified by CMD as a Micro- or Small- LBE, or joint ventures where the joint venture partners are in the same discipline and have the specific levels of participation as identified below. Certification applications may be obtained by calling CMD at (415) 581-2310. The rating bonus applies at each phase of the selection process. The application of the rating bonus is as follows:

- a) A 10% discount to a Micro- or Small-LBE; or a joint venture between or among Micro- or Small LBEs; or
- b) A 5% discount to a joint venture with Micro- and/or Small-LBE participation that equals or exceeds 35%, but is under 40%; or
- c) A 7.5% discount to a joint venture with Micro- and/or Small-LBE participation that equals or exceeds 40%; or
- d) A 10% discount to a certified non-profit entity.

If applying for a rating discount as a joint venture: The Micro- and/or Small-LBE must be an active partner in the joint venture and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the joint venture. The portion of the Micro- and/or Small-LBE joint venture’s work shall be set forth in detail separately from the work to be performed by the non-LBE joint venture partner. The Micro- and/or Small-LBE joint venture’s portion of the contract must be assigned a commercially useful function.

12.3.2. SBA-LBE Bid Discount/Rating Bonus

Pursuant to Chapter 14B, the following rating bonus will be in effect for the selection process for any proposers who are certified by CMD as a SBA-LBE. A 5% rating bonus will be applied to any proposal from an SBA-LBE except that the 5% rating bonus shall not be applied at any stage if it would adversely affect a Micro- or Small-LBE proposer or a JV with LBE participation. The SBA-LBE rating bonuses do apply to this Agreement because the anticipated agreement amount is under \$10 million.

12.3.3. Required CMD Forms

All response packages submitted must include the following Contract Monitoring Division (CMD) Forms contained in the CMD Attachment 2

(<https://sfgov.org/cmd/sites/default/files/Documents/CMD%20Attachment%20%20-%208.01.16.pdf>):

- 12.3.3.1.** Form 2A-CMD Contract Participation
- 12.3.3.2.** Form 3-CMD Non-Discrimination Affidavit
- 12.3.3.3.** Form 4-CMD Joint Venture Form (if applicable)
- 12.3.3.4.** Form 5-CMD Employment Form

Failure to complete, sign, and submit each of the required CMD/LBE forms may result in the response package being deemed non-responsive and rejected. The CMD Compliance Officer (CCO) for this project is:

Ian Fernando
Contract Monitoring Division
City and County of San Francisco
Tel: 415.581.2307
Email: ian.fernando@sfgov.org

12.4. Chapters 12B and 12C Requirements (Equal Benefits)

Effective June 1, 1997, Chapter 12B of the San Francisco Administrative Code was amended to prohibit the City from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. All proposing firms should be in the process of becoming compliant with Chapter 12B, if not already compliant. The Contract Monitoring Division (CMD) has developed rules of procedure and various resource materials explaining the equal benefits program. These materials are available by calling the CMD Equal Benefits Section at (415) 581-2310 or by visiting the CMD website at <http://sfgov.org/cmd/12b-equal-benefits-program>.

If you have any questions concerning the CMD Forms, you may call the CMD Equal Benefits Unit at (415) 581-2310.

ⁱ <http://www.pewresearch.org/fact-tank/2017/06/28/10-facts-about-smartphones/>

ⁱⁱ <https://www.brookings.edu/blog/brookings-now/2014/07/17/brookings-data-now-75-percent-of-2025-workforce-will-be-millennials/>

ⁱⁱⁱ https://apolitical.co/solution_article/government-is-getting-old