



**Solicitation Information  
May 11, 2012**

**Addendum #2**

**RFP # 7449626**

**TITLE: COMPREHENSIVE PERSONNEL STUDY – DEPT. OF  
ADMINISTRATION**

**Submission Deadline: May 22, 2012 @ 2:00 PM (ET)**

**PLEASE NOTE THAT THE SUBMISSION DEADLINE HAS BEEN EXTENDED  
TO TUESDAY, MAY 22, 2012 AT 2:00 P.M. TO ALLOW VENDORS  
SUFFICIENT TIME TO PREPARE THEIR PROPOSALS.**

**QUESTIONS FROM THE MANDATORY PRE-PROPOSAL MEETING, AS  
WELL AS QUESTIONS PREVIOUSLY E-MAILED, WITH STATE RESPONSES  
ARE ATTACHED HEREIN.**

**Daniel W. Majcher, Esq.  
Assistant Director, Special Projects**

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**Written Questions:**

1. **A) Approximately how many jobs are there within the Executive branch?**  
There are approximately 9,300 authorized classified service full time positions in the Executive Branch.  
  
**B) Are these grouped by job families, divisions, career ladders/progressions, or another grouping designation?**  
The jobs are a combination of all of your categorizations.
2. **Are there a specific number of benchmarking partners (e.g., other state agencies, federal agencies from whom best practice information is gathered) desired?**  
We are particularly interested in best practices of other similar organizations. States are more relevant than the federal government, but the federal government's personnel system may have some attractive elements we should consider adopting. Furthermore, we also compete with the private sector and, therefore, should consider attractive elements of their personnel systems and practices.
3. **Is there a certain length, specific requirements, and/or desired format that are expected for the oral presentation of the proposal?**  
Our preference is for a Powerpoint or similar presentation and discussion and, for each recommendation, should summarize the required elements of the final report.
4. **Do the project deliverable presentations to the DOA and the General Assembly Leadership have similar purposes? If not, what is the purpose or goal for these different meetings?**  
The purposes are similar in that both are keenly interested in the recommendations. However, DOA would like to have the opportunity to discuss the recommendations with the winning vendor prior to presentation to the General Assembly.
5. **Can the advisory committee meetings scheduled during the meeting be virtual meetings (e.g., use teleconferencing system)?**  
Some of the meetings can be "virtual", but it is our expectation that there will be several advisory meetings which are not virtual.
6. **Do MBEs need to be certified in the State of Rhode Island? If so, does this need to be approved before the proposal is submitted? Yes. MBE participation by qualified entities is a requirement for an award to be issued. An MBE Plan must be submitted after tentative selection of a vendor to perform the study. For questions regarding this requirement and the degree of flexibility, please contact Charles Newton or Dorinda Keene in the State's MBE Office.**
7. **What is the anticipated budget range for this project?**  
The anticipated budget is \$150,000 to \$300,000.

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- 8. Do you anticipate or expect a compensation survey within the scope of work?**  
We do not expect a full blown market or compensation study to be conducted as part of this engagement. We do, however, expect the winning vendor to look at a handful of jobs that we identify and tell us if, for that representative sample, our compensation package is competitive.
- 9. Do you anticipate the completion of job questionnaires by employees (perhaps a sampling)?**  
We did not specifically require that in the RFP, however, vendors can propose doing that in their submissions.
- 10. Have you had an outside consulting review like this in the past?**  
We have had outside reviews before, but not with the same or similar scope of work.

**Oral Questions from Pre-Bid Conference:**

- 11. Will HR be involved in study and what is the level of involvement?**  
Anthony Bucci, Personnel Administrator, and Melanie Marcaccio, Deputy Personnel Administrator, will be very involved in this study and will serve as technical advisors to the Advisory Committee. They will make themselves and their staffs available to the winning vendor on an “as needed basis”.
- 12. How many unions are involved?**  
We have 19 union groups. The Advisory Committee will have three representatives from organized labor. It is our hope that the unions will be full participants in changing a system which is not meeting our needs.
- 13. Where is the best place to find information on the State HR Systems?**  
Our Division of Information Technology will be made available to respond to specific vendor questions. For general HR information, the website is: <http://www.hr.ri.gov>.
- 14. A. Do HR Policies differ from CBA requirements?**  
In some cases, yes.  
**B. How are conflicts resolved?**  
In those instances, the CBA provision(s) rule.
- 15. Are the unions interested in participating?**  
It is our expectation that the unions are keenly interested in participating and have set aside positions for their representatives on both the RFP Review team and the Advisory Committee, as detailed in the RFP. Many of their members will potentially be affected by the results of this study.

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- 16. Is this a process review or staffing review?**  
These terms mean different things to different people. We have tried to describe what we want in the RFP and, to some extent, what we do not want, in response to questions asked here.
- 17. What is the average term of service?**  
The average years of state service for those employees in the Executive Branch is 14.1 years.
- 18. Does HR/Personnel use an HRIS IT System?** HR uses a “legacy” system that has been in place for over 30 years.
- 19. Is the 30-year old system custom in nature?** Yes.
- 20. Are there generic type job categories?**  
Yes, though many are specific to certain departments.
- 21. One category jobs – How did they develop?**  
In response to a particular priority or critical need within a State agency/organization.
- 22. Will parking be made available?**  
Parking immediately adjacent to the building will be made available to the winning vendor at no cost to the vendor. If these lots are full, there is another lot within a 5 minute walk to the DOA building which will be made available also at no cost to the winning vendor.
- 23. Does MBE Participation affect scoring?** No, it does not affect the scoring but MBE participation is a requirement for an award to be issued. An MBE Plan must be submitted after tentative selection of a vendor to perform the study. For questions regarding this requirement and the degree of flexibility, please contact Charles Newton or Dorinda Keene in the State’s MBE Office.
- 24. How would HR manage performance evaluations?**  
Performance evaluations are not part of our current practice in HR. We are looking for the winning vendor to make recommendations in this area.
- 25. What documentation or information is essential for the vendor’s to review?**  
We will provide whatever information the winning vendor needs to review our current policies and practices and will, within reason, make key HR personnel available for interviews and discussions.

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- 26. What is this study not about?**  
The study is not about replacing our computer systems. We recognize the need to make significant improvements in this area and are addressing this issue separately. We are also not interested in the winning vendor rewriting all of our job descriptions, though we are interested in any recommendation the vendor has in this area – too many, too few, out of date, not useful, etc.
- 27. Is it a process review or market study?**  
We do not envision a comprehensive market study for 1700 hundred jobs. We are interested in how our personnel system can be redesigned to better serve our current and future needs, particularly attracting and maintaining a high quality and diverse workforce, and be made efficient and effective.
- 28. Are you asking the vendors to do a market study?**  
We do not expect the winning vendor to conduct a full-blown market study for each and every job. However, it is our expectation that the winning vendor would review a handful of job categories that we specify as a sampling and tell us if our compensation package is competitive in the marketplace.
- 29. What is the State's compensation philosophy?**  
We want to be able to attract and retain a high quality and diverse work force within the confines of operating in a tight fiscal environment at least in the foreseeable future. We also are interested in pay equity – there should not be any discrimination in pay based on sex, age, race, for people doing the exact same job. Previously, increased compensation was awarded based on longevity. However, the General Assembly recently eliminated future longevity increases.
- 30. Define “compensation”? Does it include benefits?**  
Compensation is meant to be comprehensive and includes salary and benefits, which include medical care, vacation, sick time, holiday pay, retirement plans, etc.
- 31. Is the State looking to reduce job classifications and titles?**  
We believe we have too many job classifications, but would like the winning vendor to provide recommendations regarding what changes need to be made, if any.
- 32. What is the State looking for in terms of job classifications?**  
The simpler, the better.
- 33. Can the State please provide more defined scope of what is expected?**  
We have done our best to define the scope in the RFP and in response to these questions. We expect the vendors will detail the scope they are proposing to meet what we are seeking in the RFP keeping in mind the budget above and timeframe of about three to four months.