Cover Page for RFP 12082

Four Components

1. Human Resources Reviews,
2. Human Resources Report Card
3. Employee Satisfaction/Climate/Culture Survey
4. Market Compensation Study

Release Date: Thursday, December 8, 2011

Award date: February 17, 2012
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INTRODUCTION

Proposal Summary

The West Virginia Higher Education Policy Commission and the Community and Technical College System of West Virginia (Commission and Council) request proposals for the following services: (1) Human Resources Reviews; (2) Human Resources Report Card; and (3) Employee Satisfaction/Climate/Culture Survey and (4) Market Compensation Study. These projects will examine the effectiveness of human resources functions in West Virginia Higher Education. For purposes here, West Virginia Higher Education is comprised of Commission and Council institutions, West Virginia Network for Educational Telecomputing, and the Central Office. With the exception of projects one and two, which must be completed together, consultants may submit proposals for select projects as standalone engagements. We will also entertain proposal submissions for all four projects from one firm but reserve the right to make separate awards. Those wishing to provide services in more than one area should submit itemized costs for each project as well as total costs for all services to be rendered.

Organizational Structure

As of Fall 2010, Commission and Council institutions, WVNET, and the Central Office employ approximately 7,753 faculty members, 5,230 classified employees, and 1,692 non-classified employees.

West Virginia Higher Education Policy Commission (Commission). The West Virginia Higher Education Policy Commission is responsible for developing, establishing, and overseeing the implementation of a public policy agenda for the state's four-year colleges and universities. Higher Education Policy Commission institutions include:

1. Bluefield State College
2. Concord University
3. Fairmont State University
4. Glenville State College
5. Marshall University
6. Shepherd University
7. West Liberty University
8. West Virginia State University
9. West Virginia School of Osteopathic Medicine
10. West Virginia University (which includes branch campuses of Potomac State College of West Virginia University and West Virginia University Institute of Technology)

Community and Technical College System (CTCS). The Community and Technical College System is responsible for delivery of affordable, accessible, high-quality community and technical college education and training that dynamically advances the economic and social development of West Virginia Community and Technical Colleges include:

1. Blue Ridge Community and Technical College
2. Bridgemont Community and Technical College
3. Eastern West Virginia Community and Technical College
4. Mountwest Community and Technical College
5. New River Community and Technical College
6. Pierpont Community and Technical College
7. Southern West Virginia Community and Technical College
8. West Virginia Northern Community College
9. Kanawha Valley Community and Technical College
10. West Virginia University at Parkersburg

West Virginia Network for Educational Telecommuting (WVNTE) is a dynamic service organization that serves the telecommunications and computing needs of government, education, and non-profit organizations in West Virginia.

Responsibility and Oversight for this Project

Pursuant to WV Code §18B-4-2a, the Vice Chancellor for Human Resources, who is jointly employed by the Commission and Council, oversees all human resources issues related to the personnel system for West Virginia higher education employees and is responsible for this project. Dr. Shenita Brokenburr is the Vice Chancellor for Human Resources.
BACKGROUND

Over the past several years, the personnel function in West Virginia Higher Education has seen a series of consulting efforts. More recently, the West Virginia Legislature has played a key role in mandating large scale reforms in West Virginia Higher Education Human Resources (West Virginia HEHR). In 2005, the Legislature passed Senate Bill 603, which charged the Commission and Council with conducting a three-year study on numerous human resources issues.

These efforts included a review of several aspects of the human resources function across the state’s two and four-year public institutions, including but not limited to a review of classification and salary structures for classified employees; performance management system, human resources information systems, training and professional development, and the central office HR staffing structure. This information was collected through a series of individual interviews, focus groups, and site visits with various stakeholder groups by internal and external consultants.

Stakeholder groups participating in data collection efforts included the West Virginia Legislature, West Virginia Higher Education Policy Commission, Council for Community and Technical College Education, Presidents of the respective institutions, Advisory Council of Classified Employees, Chief Human Resources Officers (formerly Human Resources Administrators), HR staff at each institution, and employees throughout West Virginia higher education.

Recommendations included:

1. A mechanism for ensuring fair and consistent administration of classification and compensation for classified and non-classified staff;
2. A compensation philosophy;
3. A coordinated and integrated approach for managing and developing human resources led by a team of competent staff at the Central Office with requisite education, credentials and subject matter expertise across all human resources functions;
4. Establishment of the Division of Human Resources/Office of the Vice Chancellor for Human Resources and addition of subject matter experts to provide consulting and technical assistance to institutions;
5. Implementation of HR best practices and development of simple to understand policies, procedure and systems;
6. A fully-funded salary structure across West Virginia Higher Education institutions;
7. A reduction in the number of non-classified titles;
8. A performance management program;
9. A baseline assessment of the human resources function at each institution as an initial step;
10. A mechanism for evaluating the performance of chief human resources officers based on established criteria;
11. Centralized reporting to the Central Office from West Virginia HEHR Offices.

Findings also indicate that West Virginia HEHR Offices have operated semi-autonomously as a result of governance changes implemented in the early 2000s. West Virginia HEHR operations, including those of the Central Office, have been based on Legislative Code (e.g., policy) and procedural rules (e.g. procedures) that are antiquated and have not kept up with the times. As a result, there is considerable variation across West Virginia HEHR Offices in the application and administration of HR policies and procedures and the majority are minimally staffed and operating in deficit mode.

LEGISLATIVE MANDATES

In 2011, the West Virginia Legislature passed Senate Bill 330, WV Code §18B-4-2a et al., which is comprehensive legislation mandating a major overhaul and culture change in West Virginia HEHR. The bill elevates the human resources function and mandates a state-wide, integrated human resources infrastructure based on increased accountability; a market driven compensation structure, a Total Rewards compensation and benefits strategy, professional development, performance management and employing industry best practices across all HR functions.

Major Objectives Outlined in Senate Bill 330 for West Virginia HEHR:

1. Providing benefits to the citizens of the State of West Virginia by supporting the public policy agenda as articulated by state policymakers;
2. Assuring fiscal responsibility by making the best use of scarce resources;
3. Promoting fairness, accountability, credibility, transparency, and a systematic approach to progress (FACTS) in personnel decision-making;
4. Reducing, or wherever possible, eliminating arbitrary and capricious decisions affecting employees of higher education institutions;
5. Creating a stable, self-regulating human resources system capable of evolving to meet changing needs;
6. Providing for institutional flexibility with meaningful accountability;
7. Adhering to federal and state laws;
8. Adhering to duly promulgated and adopted rules;
9. Implementing Human Resources best practices throughout the state higher education system.

Establishing the Office of the Vice Chancellor for Human Resources

Senate Bill 330 also created the Vice Chancellor for Human Resources position, empowering the incumbent to ensure that the human resources infrastructure is effective, efficient, and aligned with industry best practices. The primary objective of the Office of the Vice Chancellor for Human Resources will be to effectuate a culture change and maximize recruitment, motivation, and retention of highly qualified employees; and ensure employee satisfaction and engagement of employees by implementing a Total Rewards framework. Total Rewards, as defined by industry professionals, includes “everything the employee perceives to be of value resulting from the employment relationship” (World at Work, 2011).

Conducting Human Resources Reviews

The first order of business in this change effort is to conduct a baseline assessment of West Virginia HEHR Offices through Human Resources Reviews. Human Resources Reviews will provide basic and consistent data and other relevant information to be used in assessing progress toward the goals and objectives set forth in Senate Bill 330. Consultants will conduct Human Resources Reviews to examine the HR function at twenty (20) institutions, WVNET, and the Central Office to determine the extent to which current HR practices and policies are aligned with industry best practices and in compliance with federal law and West Virginia Code.

Creating a Human Resources Report Card

Using the data gathered in the Human Resources Reviews, a Human Resources Report Card is to be created for each institution. The Human Resources Report Card will assess West Virginia HEHR functions using performance indicators set forth in Senate Bill 330. In evaluating the institution’s HR function and developing a report card, consultants will take into consideration the size of the institution, the headcount of faculty and staff at
the institution and the number of HR staff. The initial Report Card will be used as the baseline to determine the current state of HR departments. Performance indicators, which are outlined below, will indicate the degree to which the strategic issues, goals, and objectives established in Senate Bill 330 are being met. The Report Card is intended to capture the strengths, areas of deficiency and opportunities for improvement in each office. Consultants are expected to report the following on the HR Report Card:

**Strategic Planning and Alignment with the Institution’s Mission**

The degree to which human resources engages in the strategic planning process and in the alignment of departmental goals and objectives with the institution’s mission.

**Human Resources Metrics**

1. Number of human resources staff
2. Ratio of human resources staff to total number of full-time equivalent employees
3. Percentage of human resources staff functioning in supervisory roles and percentage in administrative (non-supervisory) roles
4. Number of positions reporting to the person with sole responsibility for the human resources function
5. Areas of human resources functions outsourced to external entities (external entities are considered outside of the institution)
6. Total expenses per full-time equivalent employee
7. Tuition revenue per full-time equivalent employee

**Human Resources Expense Data**

1. Ratio of human resources expenses to operating expenses
2. Ratio of human resources expenses to number of full-time equivalent employees
3. Total human resources expenses per institution employee

**Human Resources Compensation Data**

1. Average amount of annual salary increase per full-time equivalent institution employee
2. Total amount of institution employees’ salaries as a percent of operating expenses
3. Total amount of institution employees’ benefit costs as a percent of cash compensation

**System Metrics**
1. Comparisons of faculty salaries at each institution to market averages
2. Comparisons of classified and non-classified employees' salaries at each institution to current market averages

**Professional Development and Training Metrics**

1. Total costs spent on training and/or professional development by employee category (classified, non-classified, faculty)
2. Number of employees participating by program name and employee category

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CONSULTING SERVICES REQUESTED

Project Proposal 1: Human Resources Reviews

**Goal.** The Commission and Council’s ultimate goal is to better understand the extent to which the human resources function at each institution is staffed appropriately with professionals possessing subject matter expertise, relevant education and specialized training in human resources; the extent to which human resources staff engage in professional development; the extent to which departmental procedures, practices and policies are aligned with industry best practices and in compliance with federal and state laws; assess areas of strength and deficiency; conduct a comparative analysis to better understand human resources trends and common themes across West Virginia HEHR and identify opportunities for strategic leveraging of institutional resources across Commission and Council institutions.

**Scope.** For Commission and Council institutions, WVNET and the Central Office, consultants/firms will conduct Human Resources Reviews and examine the HR function at twenty (20) institutions, WVNET and the Central Office to determine the extent to which current HR practices and policies are aligned with industry best practices and in compliance with federal law and West Virginia Code.

Consultants will evaluate the effectiveness of programs and services delivered by human resources departments; identify individuals and departments that provide human resources services; determine which services are inappropriately assigned and those which should be the responsibility of the human resources department and determine areas of strength and deficiency. The final report will be comprehensive and include information on each institution, recommendations, and opportunities for leveraging resources.

**Consulting Services Desired.** The following consulting services are desired from the selected consultant/firm:

Develop instruments to be used in data collection; and conduct data collection, analysis, and reporting using a qualitative and quantitative methodology to assess human resources practices and policies from Commission and Council institutions; Human Resources Reviews will be conducted in a two part process:
**Part 1:** Chief Human Resources Officers will complete an on-line questionnaire regarding administration of human resources policies, procedures, and practices at their respective institutions.

**Part 2:** Consultants identified by firm will visit each institution’s human resources department and collect data using a pre-determined checklist of items and perform the following tasks:

1. Analyze and report all data collected;
2. Compare current human resources practices across West Virginia HEHR to industry best practices;
3. Review data and identify areas of strength and/or deficiency at each institution; conduct a comparative analysis across Commission and Council institutions, break down by institution; prepare and report findings that include recommendations.
4. Identify human resources functions that should be the responsibility of the human resources department according to industry best practices, but are incorrectly assigned or carried out by other offices within each institution;
5. Recommend employee training and development interventions for classified, non-classified employees, and faculty;
6. Assess and determine the degree to which institutions are adhering to state and federal laws related to human resources administration;
7. Report summative data and easy to understand information that may be used to guide policymakers in developing personnel rules;
8. Develop a comprehensive Human Resources Report (see next item) that includes, but is not limited to: methodology, analysis of data collected; critical areas of concern, prioritized recommendations for corrective action and the estimated costs for each corrective action. The report should also contain a recommendation for number of additional human resources staff needed at each institution based on the total number of employees served.
9. Make a final presentation of this information to various stakeholder audiences as outlined below.

**Timeline.** Human Resources Reviews begin no later than March 9, 2012 and must be completed by April 16, 2012.
**Deliverables.** The following consulting services are desired from the selected consultant/firm:

1. Two Part Survey Instrument in the form of an on-line questionnaire which covers standard human resources functions in multiple categories to be reviewed with the Vice Chancellor for Human Resources prior to the start date of Human Resources Reviews and customized as directed.

2. Marketing and monitoring efforts around completion of survey.

3. HR Consultants will visit each institution’s human resources department and collect data using a pre-determined checklist of items. Data may include sample documents, statements, policies, forms and other items to be determined.

4. Detailed outline of the project plan, research design and methodology, sources of data/information, persons interviewed/contacted and contact information;

5. Preliminary report of findings by institution;

6. Final report on items by institution;

7. Presentations to stakeholder groups.

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**Project Proposal 2: Human Resources Report Cards**

**Goal.** The Human Resources Report Card will provide each institution, WVNET and the Central Office a status and/or progress report of their progression toward compliance with federal and state laws; areas of strength or deficiency; and better understanding of trends and common themes across Commission and Council institutions. The initial Report Card will be used as the baseline to determine the current state of HR departments. The Human Resources Report Card should be developed after the HR Reviews are completed. *Note: Firms or individuals submitting proposals for Project 1, must also submit for Project 2.*

**Scope.** For each institution, WVNET and the Central Office, develop a Human Resources Report Card containing data on each human resources department, expense, compensation, tuition and education, and employment data.

**Consulting Services Desired.** The following consulting services are desired from the selected consultant/firm:

1. **Strategic Planning and Alignment** with the Institution’s Mission: Determine the degree to which human resources engages in the strategic planning process and alignment of goals and objectives with the institution’s mission.

2. **Human Resources Metrics:** Data collection, analysis and reporting on Human Resources Metrics by institution to include:
   a. Number of human resources staff;
   b. Ratio of human resources staff to total number of full-time equivalent employees;
   c. Percentage of human resources staff functioning in supervisory roles and percentage in administrative roles;
   d. Number of positions reporting to the head of human resources;
   e. Areas of human resources functions outsourced to external entities;
   f. Total expenses per full-time equivalent employee;
   g. Tuition revenue per full-time equivalent employee;

3. **Human Resources Expense Data:** Data collection, analysis and reporting on Human Resources Expense Data by institution to include:
   a. Ratio of human resources expenses to operating expenses
b. Ratio of human resources expenses to number of full-time equivalent employees

c. Total human resources expenses per institution employee

4. **Human Resources Compensation Data**: Data collection, analysis and reporting on Human Resources Compensation Data by institution to include:

   a. Average amount of annual salary increase per full-time equivalent institution Employee;
   
   b. Total amount of institution employees’ salaries as a percent of operating expenses;
   
   c. Total amount of institution employees’ benefit costs as a percent of cash compensation.

5. **System Metrics**: Data collection, analysis and reporting on System Metrics – for institutions to include:

   a. Comparison of faculty salaries at each institution to market averages
   
   b. Comparison of classified and non-classified employee salaries at each institution to current market averages;

6. **Professional Development and Training Metrics**: Data collection, analysis and reporting on Professional Development and Training activities by institution to include:

   a. Total costs spent on training and/or professional development by employee category (classified, non-classified, faculty);
   
   b. Number of employees participating by program name and employee category;

**Timeline.** Human Resources Report Cards for all institutions must be completed by April 16, 2012.

**Deliverables.** The following consulting services are desired from the selected consultant/firm:

1. Detailed project work flow, communication plan and timeline;
2. Detailed outline of research design and methodology, sources of data or information, persons interviewed/contacted and contact information;

3. Preliminary Human Resources Report Card for each institution containing the information outlined in items 1 - 6 above;

4. Final report on items outlined under consulting services by institution and a comprehensive report of findings that includes information from Commission and Council institutions;

5. Presentations to stakeholder groups.

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Project Proposal 3: Employee Satisfaction/Climate/Culture Survey

**Scope.** For each institution, WVNET and the Central Office, develop multifaceted Employee Satisfaction/Climate/Culture Survey to be administered to all full-time benefited employees (classified, non-classified, and faculty) to determine the level of employee satisfaction and their perceptions in five key areas, including, but not limited to:

1. Efficiency and effectiveness of Human Resources department or division;
2. Efficiency and effectiveness of employees’ work area, department or division;
3. Climate, which includes the employee’s perception of their job description and position within the institution, relationships with colleagues and supervisors, training and development opportunities; advancement opportunities; level of engagement and overall work satisfaction;
4. Organizational Culture, which includes perceptions of organizational structure/leadership; amount/quality of contact employees have with their campus leadership; leader’s level of professionalism, ability to lead and overall effectiveness as a leader;
5. Diversity: the extent to which student, faculty and staff value ethnic and cultural diversity at the institution.

**Goal.** The Employee Satisfaction/Climate/Culture Survey will provide each institution with an accurate assessment of employee perceptions across five categories and to provide a baseline on employee perceptions to be used in planning and decision making.

**Consulting Services Desired.** The following consulting services are desired from the selected consultant/firm:

Pre-work that includes information gathering necessary to understand and assess West Virginia’s culture within the state and higher education. Based on this information, develop an Employee Satisfaction/Climate/Culture Survey appropriate for the desired outcomes. Any data collected belongs to the sponsors and should be delivered electronically in a file format that is easily manipulated to identify trends, themes, etc.

**Timeline.** Survey will begin by March 9, and a final report of findings is due no later than June 1, 2012.
**Deliverables.** The consultant/firm shall develop a survey instrument that measures employee satisfaction, perceptions, campus culture, engagement and climate in key areas, including the items listed below. The firm is responsible for distribution, collection, analysis and reporting on Employee Satisfaction/Climate/Culture by institution.

1. The instrument must be administered in an electronic format and must be accessible via web-based program. The instrument should include information on each employee to include: institution, position classification (classified, non-classified or faculty); department and/or division, age or date of birth, length of service in position and at the institution, gender, but should not identify employee by name or any other identifiable factors.

   a. Employee perceptions of efficiency and effectiveness of Human Resources department or division;
   b. Employee perceptions of efficiency and effectiveness of employees’ work area, department, or division;
   c. Employee perceptions of climate, which includes perception of job description, position within the institution, relationships with colleagues and supervisors, training and development opportunities; and advancement opportunities;
   d. Employee perceptions of organizational structure/leadership, to include amount/quality of contact, level of professionalism, ability to lead and efficiency;
   e. Employee perceptions of the extent to which their contributions are valued, acknowledged and appreciated;
   f. Diversity: the extent to which employees believe student, faculty and staff value ethnic and cultural diversity at the institution;
   g. Employee satisfaction and engagement on campus
   h. Any additional items recommended by consultants and approved by the Vice Chancellor for Human Resources

2. Detailed project work flow/plan;
3. Preliminary report of findings by institution;
4. Final report of findings by institution including key recommendations to effectuate a culture change in West Virginia Higher Education.
5. Presentation of findings to various stakeholder groups.
Project Proposal 4: Market Compensation Study

**Scope.** The firm will conduct a comparability study and analysis for selected classified and non-classified positions for all job classifications within West Virginia Higher Education. The appropriate local, regional and national market salary data will be collected for classified, non-classified and faculty positions at the Commission and Council institutions. The firm will ensure that comparisons are made to identical or closely matched jobs with peer higher education institutions where possible and local, regional and national organizations or companies of similar size and in comparable industries.

**Goal:** The findings will be used as a temporary salary structure for classified and non-classified positions in WV HEHR.

**Consulting Services Desired.** Consistent with the provisions of Senate Bill 330, the following consulting services are desired from the selected consultant/firm:

1. Review the current job summaries for selected classified and non-classified positions and evaluate the current salary system in relation to peer institutions.

2. Gather market compensation data and conduct a comparative analysis of salary for selected positions from at least three national, regional and local salary survey sources. Peer institution data must also be benchmarked.

3. Provide comparison data in an Excel format by position, showing the average, median and 25th and 75th percentiles.

4. Develop a wage scale for each classification including hiring rates, mid-range pay rates and maximum pay rates.

5. Make recommendations in the form of an incremental implementation action plan to make adjustments to current salary schedule and employee compensation.

**Timeline.** This work will begin by March 9, 2012, but we reserve the right to modify the start date.

**Deliverables.** The Commission and Council request the following deliverables:

1. Prepare a summary of the impact of the study, including but not limited to, the effect on the budget;

2. Recommendation for a new salary and wage scale and system for classification classified and non-classified positions and develop guidelines for setting salary
based on education, comparable work experience and special skills, certifications or other qualifications consistent with industry best practices;

3. Compensation philosophy appropriate for West Virginia Higher Education;

4. Recommendation for compensation practices and policies based on a total rewards philosophy and strategy that considers performance and accountability.

5. Develop and recommend a graded salary structure within recommended competitive pay plan ranges;

6. Reassign a numerical graded/coded structure based on current classifications;

7. Presentation to stakeholder groups;

8. Follow-up training, assistance and consultation on implementing new salary system.

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FINAL NOTES

Expectations of the Consultant(s)/Firm

West Virginia Higher Education is embarking on a challenging and complex journey of change. This is a very high profile project and thus, the expectation is that the consultant/firm seek out and seize every opportunity to understand the unique culture in the state of West Virginia and that of West Virginia Higher Education. We are seeking an original product tailored to the unique culture, limitations, and strengths that make up West Virginia Higher Education.

Stakeholder audiences will use this information as a basis for planning and decision making, discussion and most importantly, to identify and target critical areas of concern where immediate change is needed. To that end, it is imperative that the selected consultant(s)/firm present the information in a useful and readily understandable format and that any recommendations be thoughtful and considerate of the culture, climate and strengths that currently exist. In addition to receiving written preliminary and final reports of the findings of this study and the consultant/firm’s recommendations, we also expect up to six presentations that may include the following stakeholders:

- West Virginia Higher Education Policy Commission
- Council for Community and Technical College Education
- Senior leadership to include Chancellors, Vice Chancellors and Senior Staff
- Advisory Council of Classified Employees
- Chief Human Resources Officers and HR Representatives
- Institution Presidents
- Legislative Oversight Commission on Education Accountability (LOCEA)
- Any additional stakeholder groups identified

While the majority of presentations will be made face to face, some may be made virtually, via video conferencing or webinar.

Important Websites

West Virginia Code:
http://www.legis.state.wv.us/WVCODE/code.cfm
WV Higher Education Policy Commission:
http://www.wvhepc.org

Community and Technical College System of West Virginia:
http://www.wvctcs.org

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PROPOSAL REQUIREMENTS

General Information, Questions and Submitting Proposals

I. Submission Process

Consultants/firms may submit proposals for all four projects or one or more. Firms may not submit proposals for Project #1 (Human Resources Reviews) without Project #2 (Human Resources Report Card). Those wishing to provide services in more than one area should submit itemized costs for each service to be rendered.

Please submit an original and six (6) copies of the proposal, plus one complete copy on a compact disc. The original proposal should be bound in a three-ring, loose-leaf binder. Proposals will be received until 5p.m. on January 13, 2012. Proposals must be submitted in a sealed envelope or package.

II. Contact Information

Deliver proposals by the specified time and date to:

Mr. Rich Donovan, Chief Procurement Officer
Reference - RFP 12082
West Virginia Higher Education Policy Commission
1018 Kanawha Boulevard, East, Suite 700
Charleston, West Virginia 25301
Phone: (304) 558-0277
Fax: (304) 558-0259
Email: donovan@hepc.wvnet.edu

Faxed or emailed proposals will not be accepted. All documents/information submitted in response to this solicitation will be considered public information after an award is made and will be subject to the West Virginia Freedom of Information Act.

The Commission and Council will not be responsible for expenses incurred in the preparation and/or presentation of proposals, or for any oral interviews, or for the disclosure of any material or information received in connection with this request for proposals.

III. Questions about this RFP
Questions concerning the RFP should be submitted in writing by December 20, 2011 to the Chief Procurement Officer at the address above. Questions will be responded to in an Addendum to the RFP issued by the Chief Procurement Officer and posted on the HEPC’s purchasing webpage at the link provided in paragraph IV below. Answers received in any other manner will not be considered official and shall not be relied upon.

### IV. Timeline for RFP Services

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<td>December 8, 2011</td>
<td>Release of Request for Proposals</td>
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<td>December 20, 2011 by 5:00 PM</td>
<td>Written questions concerning the RFP due</td>
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<tr>
<td>December 30, 2011</td>
<td>Release of addendum answering written questions</td>
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<td>January 13, 2012</td>
<td>Proposals due</td>
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<td>January 27, 2012</td>
<td>Conclusion of evaluation of proposals</td>
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<td>February 13 – February 17, 2012</td>
<td>Consultant/Firm presentations and interviews</td>
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<td>February 27, 2012</td>
<td>Award of contract</td>
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<td>March 12, 2012</td>
<td>Work begins</td>
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<td>April 16, 2012</td>
<td>Work concludes</td>
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<tr>
<td>May 1, 2012</td>
<td>Preliminary Report Due to Vice Chancellor for Human Resources</td>
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<td>May 10, 2012</td>
<td>Edits provided to Consultant</td>
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<td>June 1, 2012</td>
<td>Final Report Due to Vice Chancellor for Human Resources</td>
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This RFP, any addenda issued, and answers to consultant/firm’s questions will be posted at the following website address. It is the Consultant’s obligation to check the web address for current information.
V. The Evaluation Process

All acceptable proposals will be evaluated by an Evaluation Committee based on the criteria listed in this RFP and in accordance with the state of West Virginia/Higher Education Purchasing Regulations.

The Evaluation Committee may elect to interview one or more firms. Interviews may be conducted via video, telephone conference call or face to face. If interviews are held, final adjustments in the evaluation scoring will be made following the firm’s presentation. The proposal receiving the highest overall score will be declared the most advantageous proposal.

Evaluations will be based on overall services to be provided, qualifications, including recent and relevant experience, timeline for completion of work and costs. An award will not necessarily be made to the firm submitting the lowest cost proposal.

The Chief Procurement Officer reserves the right to reject any and all proposals, if it is in the best interest of the Commission and Council to do so, and to waive any irregularities. In addition, the Chief Procurement Officer reserves the right to make such investigation as deemed necessary concerning the qualifications of any and all proposers, and the right to conduct pre-contract negotiations.

VI. Required Components of Proposal

Proposals should respond to each of the following requests in the order indicated. Each response should be identified by its own numbered tab within the proposal for ease of reference. The total length of the proposal should not exceed 50 pages.

Conflicts:

a. Affirm that your firm and all individuals that will be assigned to this consulting engagement are free from obligations and interests that might conflict with the Commission, the Council or the State of West Virginia.

b. Disclose any information about your firm which presently or in the future could impair your firm’s ability to provide the level of services required.

Evaluative Criteria:
**Firm and Personnel Experience and Qualifications (30 points maximum):**

Provide a description of (a) your firm’s experience and qualifications providing consulting, assessment or evaluative services related to the human resources function in higher education environments; (b) identify all personnel that will be assigned to this engagement and their education and experience qualifications via a resume; and (c) identify at least three entities for which this service or a similar service was provided and the names, addresses and telephone numbers of a contact for each.

**Change Management Approach (10 points maximum):**

Please provide an outline of (1) your firm’s philosophy on managing change of this magnitude and (2) the framework your firm would use to ensure communication with all stakeholders, methods for overcoming resistance to change; (3) at least two examples of your firm’s experience with similar efforts and concrete proof that those efforts were successful.

**Cost (30 points maximum):**

This criterion relates to the cost by relating the proposed cost to proposed services. Actual fees and expenses may be negotiated but may not exceed the amounts specified in your proposal unless caused by unforeseen circumstances and approved by the Chief Procurement Officer and the Vice Chancellor for Human Resources in advance and in writing. Firms and individuals may submit a proposal for one or more services. A separate costs estimate is required for each project proposal.

**Timeline for Completion of Project (30 points maximum):**

Please provide a timeline for completing services assuming the engagement begins on the date indicated above for award of a contract. This criterion relates to the promptness with which the proposer can complete the project. Also note that the timeline for completion is firm and cannot be modified. Firms must commit the resources to ensure all deliverables are received according to timelines within this proposal.

**VII. Other Information**
Discussions and interviews may be held with Consultants under final consideration prior to making a selection for award; however, proposals may be accepted without such discussions or interviews. In the event that mutually acceptable terms cannot be reached within a reasonable period of time, we reserve the right to undertake negotiations with the next most advantageous Consultant without undertaking a new procurement process.

The successful firm must be a registered vendor with the Purchasing Division, West Virginia Department of Administration, and have a valid vendor number.

Payment of fees and expenses, not to exceed the maximum proposed, will be made upon satisfactory completion of the required services. Progress payments may be approved at the discretion of the Chancellor, Vice Chancellor for Human Resources or designee.

The following is a list of Exhibits that are attached and are a binding part of this RFP:

Exhibit A, Instructions to Bidders
Exhibit B, Terms and Conditions
Exhibit C, Agreement Addendum (Form WV-96)
Exhibit D, No-Debt Affidavit
Exhibit E, Vendor Registration and Disclosure Statement