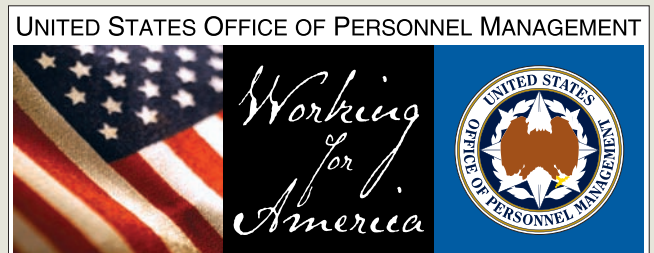


# MIGRATION PLANNING GUIDANCE ATTACHMENT C

## RFP INSTRUCTION GUIDELINES

May 23, 2008



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## 8 Guidelines for HR LOB Public / Private Sector Competition

### 8.2 Instructions Guidelines

This section provides a standard template to agencies for preparation of **SECTION L – Instructions, Conditions and Notices to Bidders**. Agencies should review the following standard instruction sections, and determine if these sections apply to their particular HR LOB SSC procurement effort. For instruction sections labeled “Agency Specific,” agencies are asked to pay particular attention to the functionality or requirements being requested. Agencies should modify those sections accordingly in order to match their specific procurement requirements.

#### 8.2.1 FAR 52.234-3 Notice of EVMS – Post Award IBR (July 2006)

(a) The Offeror will need to comply with Earned Value Management System (EVMS) guidelines in ANSI/EIA Standard-748 (current version at time of Agency issuance of task order).

(b) If the Offeror proposes to use a system that has not been determined to be in compliance with the requirements of paragraph L.3(a) of this provision, the Offeror shall submit a comprehensive plan for compliance with the EVMS guidelines.

(1) The plan shall--

- (i) Describe the EVMS the Offeror intends to use in performance of the contracts;
- (ii) Distinguish between the Offeror’s existing management system and modifications proposed to meet the guidelines;
- (iii) Describe the management system and its application in terms of the EVMS guidelines;
- (iv) Describe the proposed procedure for administration of the guidelines, as applied to subcontractors; and
- (v) Provide documentation describing the process and results of any third-party or self-evaluation of the system’s compliance with the EVMS guidelines.

(2) The Offeror shall provide information and assistance as required by the Contracting Officer to support review of the plan

(3) The Agency will review and approve the Offeror’s plan for an EVMS before contract award

(4) The Offeror’s EVMS plan shall provide milestones that indicate when the Offeror anticipates that the EVM system will be compliant with the ANSI/EIA Standard-748 guidelines

(c) Offerors shall identify the major subcontractors, or major subcontracted effort if major subcontractors have not been selected, planned for application of the guidelines. The Offeror and the Agency shall agree to subcontractors selected for application of the EVMS guidelines.

#### 8.2.2 Technical Questions

(a) Offerors shall submit all technical questions concerning the procurement in writing to the Contracting Officer, #####@agency.gov. Questions shall be received no later than ## business days after the date of this solicitation. The Agency will answer questions that may affect offers in an amendment to the solicitation. The Agency will not reference the source of the questions.

(b) Unless the question is of a general nature and not specific to a particular portion of the Request for Proposal, each question submitted shall cite the particular solicitation document (i.e., Statement of Objectives (SOO), Instructions, etc.), page and the paragraph number/section for which the question pertains.

### 8.2.3 SPECIAL INSTRUCTION REGARDING LOBBYING DISCLOSURES

If the Offeror is required to complete an SF-LLL Disclosure of Lobbying Activities (see FAR 52.203-11), the Offeror may obtain the form from GSA's internet homepage at: <http://www.gsa.gov>.

### 8.2.4 SPECIAL NOTIFICATION OF POTENTIAL ORG CONFLICT OF INTEREST (OCI)

(a) The prospective contractor or Offeror warrants, to the best of its knowledge and belief, that it is not aware of any information bearing on the existence of any potential or real organizational conflict of interest. If the prospective contractor or Offeror cannot so warrant, it shall provide a disclosure statement in its proposal that describes all relevant information concerning any past, present, or planned interests bearing on whether its workers (including proposed subcontractors and/or consultants) may have a potential organizational conflict of interest. The disclosure statement shall address and identify any actual or potential OCI within the Offeror's corporate organization. Each Offeror will be evaluated individually on the basis of the information disclosed pursuant to the requirements of this provision and upon the adequacy of the Offeror's plan for avoiding, neutralizing, or mitigating such conflicts. The Contracting Officer will determine an Offeror's eligibility for award based on the information provided in the disclosure statement.

(b) The Offeror or prospective contractors should refer to FAR Subpart 9.5 for policies and procedures for avoiding, neutralizing, or mitigating organizational conflicts of interest.

(c) If the Contracting Officer determines that a potential conflict exists, the Offeror or prospective contractor may not receive an award unless the conflict can be avoided or otherwise resolved through the inclusion of a special contract clause or other appropriate means. The terms of any special clause are subject to negotiation.

### 8.2.5 NON GOVERNMENT SUPPORT

Contractor support services may be used to assist the Agency in performing technical and/or cost evaluations of an Offeror's proposal. Subcontractors, if used, will be authorized access only to those portions of the proposal data and discussions that are necessary to enable them to provide advice on specialized matters or on particular problems. Any restrictive notice shall not preclude disclosure to support contractors.

### 8.2.6 LIMITATION ON SIZE OF WRITTEN PROPOSAL (Agency Specific)

(a) Offerors shall limit Volumes 1 and 2A-2D of their initial offers to ## pages (**Note:** Agency discretion as to the number of pages) as shown in Table 1 – Proposal Organization of section 8.2.7 Proposal Preparation below, except for the information specifically exempted in Table 1 – Proposal Organization. Offerors are cautioned that if Volumes 1 and 2A-2D of their offers exceed this page limitation, the Agency will evaluate up through the permitted number of pages only. Pages beyond that limit will not be evaluated.

(b) Page size shall be 8.5 x 11 inches, not including foldouts. The text size shall be no less than Times New Roman 11. There shall be at least one-inch margins on the top and bottom of each page and 3/4 inch side margins.

(c) Legible tables, charts, graphs and figures shall be used wherever practical to depict organizations, systems and layouts, plans, etc. These displays shall be uncomplicated, legible and no larger than 11 by 17 inches. Foldout pages shall fold entirely within the volume. Foldout pages may only be used for large tables, charts, graphs, diagrams and schematics but not for pages of text. For tables, charts, graphs and figures, the text shall be no smaller than 8 point font. Foldout pages will be counted as two pages in relation to the page limits set under this RFP. If graphics are included that contain screen shots of actual software or computer screens, the 8-point font limitation does not apply.

(d) Offerors are encouraged to use recycled paper and to use both sides of the paper (See FAR clause 52.204-4).

## 8.2.7 PROPOSAL PREPARATION (Agency Specific)

[**Note:** Agencies should review the following standard instruction sections, and determine if these sections apply to their particular HR LOB SSC procurement effort. Agencies are asked to pay particular attention to the functionality or requirements being requested. Agencies should modify those sections accordingly in order to match their specific procurement requirements.]

Offerors shall propose on the entire effort as specified in this solicitation. Alternative proposals will be rejected in their entirety.

### 8.2.7.1 (a) General Instructions

(a.1) This section provides instructions that the Offeror shall follow in preparing responses to this Request for Proposal (RFP).

(a.2) The Agency will evaluate only those proposals that fully meet its objectives as outlined in the Statement of Objectives (SOO) and that respond to the instructions in this section. In situations where teams are formed to respond to this RFP, a single organization shall be identified as the prime Offeror with other firms as subcontractors. This organization will be responsible for meeting objectives described in the SOO and will contract directly with the Agency. In addition, the Agency requests that Offerors provide a single point of contact responsible for interacting with the Agency for the duration of the competition.

(a.3) The Agency recognizes that information requested, pricing data in particular, may be confidential. Proprietary information shall be protected from improper disclosure under Federal law. The Offeror shall appropriately mark submitted materials as proprietary, where such restrictions should apply.

(a.4) The proposal shall be clear, concise, and include sufficient detail for effective evaluation and for substantiating the validity of stated claims. The proposal should not simply rephrase or restate the Agency's requirements, but rather shall provide convincing rationales to address how the Offeror intends to meet these requirements. Offerors shall assume the Agency has no prior knowledge of their facilities and experience and will base the evaluation on the information presented in the Offeror's proposal.

(a.5) The Agency requires all proposals be submitted in both printed and electronic form. Offerors are requested to provide ten (10) complete printed copies of their binder-bound proposal (**Note:** Agency discretion as to the number of copies). Each volume of the proposal shall be separately bound in a three-ring loose-leaf binder that permits the volume to lie flat when open. Staples may not be used. A cover sheet should be bound in each book, clearly marked as to volume number, title, copy number, solicitation identification and the Offeror's name. The same identifying data should be placed on the spine of each binder. Offerors shall also provide two complete electronic copies of their response, each on a separate compact disc (CD) that the Government can duplicate. Electronic copies shall be in MS Word 2000, MS Excel 2000 and/or MS Project 2000. NO E-MAIL SUBMISSIONS WILL BE ACCEPTED.

(a.6) The Offeror shall clearly state in the proposal cover letter that the proposal is valid for ### days (**Note:** Agency discretion as to the number of days validity) from the potential due date.

(a.7) The Offeror shall provide the name, title, email address, and telephone number of the organization point of contact who has responsibility to bind their company and who is designated as the point of contract to negotiate contractual arrangements.

In addition, each volume shall contain the following information:

- Name of Offeror (Team)
- Name of Solicitation
- Solicitation Number
- Volume Name and Number
- Service Provided
- Date

**8.2.7.2 (b) Proposal Organization**

The Offeror’s proposal shall be organized as follows:

(b.1) The Offeror shall prepare a Technical, Management, Functional, and Corporate Capability/Past Performance Proposal (Volumes 1-4) and a Price Proposal (Volume 5). In the print version, the Technical, Management, Functional, and Corporate Capability/Past Performance Proposal (Volumes 1-4 in one binder) and Price Proposal (Volume 5 in one binder) shall be provided in separate binders and delivered on separate compact discs. The Agency requests that the Offeror not provide brochures and other material used for marketing purposes as such material will not be considered in reviewing responses to this RFP.

(b.2) The Offeror’s proposal shall contain the following: Volumes 1, 2, 3 and 4 (Technical, Management, Functional, and Corporate Capability/Past Performance Proposal) submitted together in one binder, Volume 5 (Price Proposal) submitted in a **separate** binder:

- **Volume 1 – Executive Summary**
- **Volume 2 – Technical, Management, and Functional Capability**
- **Volume 3 – Corporate Capability and Past Performance**
- **Volume 4 – Attachments/Documentation**
- **Volume 5 – Price Proposal**

The first four areas of the written response listed above (e.g., Executive Summary, Technical, Management, and Functional capability) shall not exceed ## pages in length. All other page limits cited in this document are independent of the above ## page limit (e.g., the Corporate Capability and Past Performance volume does not count for the above limit). Any fold-out diagrams will count as two pages. Proposals shall use Times New Roman 11 point font, or larger, and shall have margins of at least one-inch on all sides. Page headers and footers may fall within the margins. Tables, diagrams and footnotes may use smaller font sizes. All pages shall be numbered.

**Table 1 Proposal Organization**

Volume	Volume Title	## Hard Copies/ ## CD ROMs	Page Limit
1	<b>Executive Summary</b>	Volumes 1, 2, 3 and 4 combined in one binder/one CD	Up to ## (not including Table of Contents)
2.A	<b>Narrative Summary</b>	Volumes 1, 2, 3 and 4 combined in one binder/one CD	Up to ## (not including Table of Contents)
2.B	<b>Technical</b> – Technical Proposal Narrative	Volumes 1, 2, 3 and 4 combined in one binder/one CD	Combined sections 2A, 2B, and 2C not to exceed ### pages
2.C	<b>Management</b> - Management Proposal Narrative	Volumes 1, 2, 3 and 4 combined in one binder/one CD	Combined sections 2A, 2B, and 2C not to exceed ## pages
2.D	<b>Functional</b> – Functional Proposal Narrative	Volumes 1, 2, 3 and 4 combined in one binder/one CD	Combined sections 2A, 2B, and 2C not to exceed ## pages
			Total Pages (Volumes 1 and 2 = ## pages)
3	<b>Corporate Capability &amp; Past Performance</b> – Narrative and Performance References	Volumes 1, 2, 3 and 4 combined in one binder/one CD	No Page Limit
4	<b>Attachments/Documentation</b>	Volumes 1, 2, 3 and 4 combined in one	No Page Limit

Volume	Volume Title	## Hard Copies/ ## CD ROMs	Page Limit
		binder/one CD	
5	<b>Price Proposal</b>	Volume 5 in one binder/one CD	No Page Limit

**8.2.7.3 (c) Written Proposal (Volumes 1, 2, 3 and 4)**

The following sections list, in detail, the elements that shall be in the Offeror’s Technical, Management, Functional, and Corporate Capability/Past Performance Proposal.

**8.2.7.3.1 (c.1) Volume 1: Executive Summary**

This section of the Offeror’s proposal counts towards the ## page limit.

The Offeror shall include an Executive Summary within Volume 1 containing a brief introduction to the Offeror’s response. The Executive Summary should include a description of the Offeror’s solution and the rationale as to why their solution should be chosen.

**8.2.7.3.2 (c.2) Volume 2: Technical, Management and Functional Capability**

The Offeror’s proposal shall include all data and information and shall be submitted in accordance with these instructions. Offerors shall comply with the requirements as stated in the Agency’s SOO (**Note:** Attachment ## specified by Agency), the Management, Operational, and Technical Constraints and Other Considerations (**Note:** Attachment ## specified by Agency), and provisions and clauses stated in this Request for Proposal (RFP).

**Volume 2 - Section c.2.A Narrative Summary**

This section of the Offeror’s proposal counts towards the ## page limit.

The Offeror’s Narrative Summary shall be identified as Volume 2 Section 2.A. The Narrative Summary provides a concise summary of the entire proposal, including significant risks, and a highlight of any key or unique features. Any summary material presented herein will not be considered as a substitute for any other requirement of the technical proposal. The Offeror shall identify subcontractors it proposes to use to provide HR services and briefly describe the relationship. The Offeror should describe the degree to which the HR IT system(s) it is proposing is fully implemented and whether it services current customers. If the HR IT system(s) is not fully implemented, the Offeror should describe its plan to complete the implementation. The Offeror shall include a master Table of Contents for the entire proposal. The master Table of Contents will not count toward the page limitation.

**Volume 2 - Sections c.2.B, c.2.C, and c.2.D Technical, Management and Functional Capability**

The Offeror shall identify Technical, Management and Functional Capability as Volume 2 Sections 2.B, 2.C, and 2.D. The Offeror shall clarify their understanding of the objectives and requirements and clearly describe the approach for meeting the requirements identified in the Agency’s SOO (**Note:** Attachment ## specified by Agency). This section is subdivided into the Offeror’s Technical, Management and Functional capabilities pertaining to the Agency’s requirements. Prospective Offerors are advised that these areas are crucial to selecting the Offerors that can best be expected to meet the requirements of the Agency on its resulting contract. If a prospective Offeror provides examples of proven ability to successfully perform, it shall be relevant to this contract.

In this volume, the Offeror shall clarify its understanding of the objectives and requirements and clearly describe the approach for meeting the requirements that apply to each capability factor (**Note:** Once the Agency has finalized the procurement instructions, it should at its discretion complete Section M-Evaluation Factors for Award to coincide with the factors listed within the Section L-Instructions, Conditions and Notices to Bidders. Section M provides detailed information on the overall evaluation process and factors for award.):



- (a) The capability factors in the Evaluation Criteria (EC) focus on those areas considered crucial for evaluating and selecting the Offeror that can be expected to provide the best value to the Agency on this contract. The Offeror is expected to propose in accordance with the instructions below.
- (b) The proposal shall include the information requested by instructions in each factor. Any Offeror provided examples of proven ability to successfully perform shall be relevant to this contract.
- (c) The capability evaluation is comprised of four factors:
- Factor 1) Technical Capability and Approach (Volume 2)
  - Factor 2) Management Capability and Approach (Volume 2)
  - Factor 3) Functional Capability and Approach (Volume 2)
  - Factor 4) Corporate Capability and Past Performance (Volume 3)

The following paragraphs provide instructions for each factor.

### **Volume 2 Section c.2.B – Technical Capability and Approach (Factor 1)**

This section of the Offeror's proposal counts towards the **## page** limit.

The Offeror shall provide a technical description of their proposed SSC solution. The description shall demonstrate how the Offeror's solution would meet the Agency's objectives, subject to the constraints described in Attachment 5A - Security and Technical Constraints.

The Offeror shall describe in detail its proposed solution's technical architecture, including platform, programming language, third-party software utilized by the solution and other pertinent information.

The Offeror shall describe its security architecture, including how it will meet the government's security constraints, and how Agency data, network traffic and operations will be segregated from those of the Offeror's other customers.

The Offeror shall demonstrate: (1) an overall understanding of the Agency's requirements, and (2) a sound technical approach. The Offeror shall also discuss its expandability and scalability plans, operations considerations, sustainment approaches, and data standardization that will be used in support of their proposed solution. Specific information to be included in the technical portion of the capability volume shall include:

(c.2.B.1) Solution Architecture. The Offeror shall describe their proposed SSC-specific solution architecture and how it supports the HRLOB Enterprise Architecture. This description shall detail the complete solution architecture and review how the proposed architecture is compliant with objectives, web services, existing Agency data standards, and illustrate the interrelationships with the HR LOB Enterprise Architecture. The Offeror's description shall include an explanation of the Offeror's proposed approach to designing and developing the proposed architecture. This description of the proposed solution shall include the planned use of COTS solutions, COTS "bolt-ons" and Enterprise Application Integration (EAI) technology, the level of automation integrated into the solution, the level of scalability, and an explanation of how COTS "bolt-ons" and EAI technology integrate with the proposed architecture, and other Federal government HR systems services. In addition, the Offeror shall describe their approach for supporting technology evolution and how new technologies can be incorporated into the proposed architecture.

(c.2.B.2) Integration and Connectivity. The Offeror shall describe how the proposed technology will integrate with existing Federal and Agency systems and any Help Desk as needed to support the Agency requirements. The Offeror shall also address the following integration instructions:

1. The Offeror shall describe its current and planned efforts to interface with the other HR e-Gov initiatives (e.g., EHRI, e-Training, e-Clearance, e-Payroll)
2. The Offeror shall describe its plans to integrate with other HR point solution providers (e.g., GOTS/COTS providers)
3. The Offeror shall discuss how their solution will integrate multiple systems to enable single sign-on, single point of entry for data, synchronization and reconciliation
4. The Offeror shall describe the SSC specific approach and methodology for process development to include the identification, design, documentation, and development and testing of processes for interfaces, conversion routines, and potential extensions to the COTS software and custom automated workflows. The

Offeror shall describe the methodology and approach to integrating HR IT systems with other applications (i.e., legacy systems, ERP systems, etc.) including any proposed middleware platform, software, and support

5. The Offeror shall discuss how their solution handles identity management and how the solution supports e-Authentication

6. The Offeror shall describe how their solution can integrate with the Agency's payroll provider to accommodate Agency customers who will not be receiving payroll services from the Offeror. (**Note to Agency:** Reference appropriate section of SOO)

7. The Offeror should identify their past HR IT and administration solution implementations and describe the lessons learned from those implementations

(c.2.B.3) Data Management. The Offeror shall discuss its approach regarding data integrity and authentication, overall data security data storage requirements, and data synchronization between other systems. As part of their response, Offerors shall acknowledge and describe their system solution's ability to account for and manage Agency current data needs as described in the HR LOB Data Model v1, [http://opm.gov/egov/documents/architecture/HRLOB\\_DM.pdf](http://opm.gov/egov/documents/architecture/HRLOB_DM.pdf) and the Guide to Personnel Data Standards <http://www.opm.gov/fedddata/gp55.pdf>. The Offeror should describe how their current data dictionary aligns with the HR LOB data model.

(c.2.B.4) Interfaces. Existing data will be required to be migrated from existing legacy systems to the Offeror's solution. The Offeror should describe their current interfaces and describe the flexibility in creating customized interfaces. Furthermore, the Offeror should specify the boundary at which it assumes responsibility for data, how this boundary is managed and what tools the Agency will require to transmit data to the Offeror's solution. The Offeror should also discuss its level of experience in developing and supporting interfaces to migrate data from existing legacy systems.

(c.2.B.5) Quality Control Testing. The Offeror shall describe their approach for: (1) executing testing strategies at the SSC, (2) providing functional and technical support to Federal government/Agency testing (IV&V) efforts, and (3) ensuring the system solution is fully tested by the Offeror prior to the beginning of Government/Agency testing. The Offeror will be expected to provide test plans, automated scripts, automated test artifacts, expected results, actual results, and a configured HR IT system database loaded with production-like data are provided to the Federal government/Agency for review and approval prior to the beginning of testing.

(c.2.B.6) Hardware & System Software Installation, Configuration and Capacity Planning. The Offeror shall identify their strategy and approach for establishing an Agency support environment at a SSC. The Offeror's approach should include acquisitions and the installation of the necessary hardware, software, and networking equipment at the SSC (and/or the System Integrator's facility, as necessary) providing HR IT development and sustainment environments. In addition, the Offeror shall describe their approach for configuring all hardware, software, and networking equipment at the SSC (or the System Integrator's facility, as necessary). The Offeror shall describe its system capacity for processing and storage. The Offeror shall describe the formal steps it has taken to ensure that the addition of new customers will not adversely impact the system capacity for processing and storage while maintaining response time for current customers. The Offeror shall discuss its strategy for expanding its capacity, if needed. The Offeror shall identify its solution for providing HR IT development and sustainment environments. The Offeror SSC shall support development, testing, staging, production (e.g., unit, system integration), full development and production.

(c.2.B.7) Licenses. The Offeror shall describe their approach to managing any software licenses, and all other licenses or leases that may become necessary to acquire, maintain, and discontinue over the lifecycle of the project.

(c.2.B.8) Release/Upgrade Strategy. The Offeror shall describe their approach and strategy for maintaining and sustaining a qualified solution, to include maintaining integration and interoperability with the commercial off-the shelf (COTS) products and version upgrades that comprise their solution for the Agency. The Offeror shall describe how it will perform and finance technology refresh on its current system. The Offeror's description shall include a review of the management approach for: version upgrades; minimizing changes to configurations, "bolt-ons" and extensions; life-cycle management of custom extensions and other system "bolt-ons"; the logistics of incorporating changes into production and on-going and new implementation and configuration activities; and minimizing the impact to users of the solution due to upgrades. The Offeror shall describe how governmentwide information security rules have been incorporated into its technical approach and methodology, including "workarounds."

(c.2.B.8.a) Synchronization of Version Upgrades. The Offeror shall describe how the proposed methodology, approach, management process, and solution identifies and mitigates potential risks and key challenge areas related to synchronization of version upgrades for increment configurations, selected COTS products, and third-party “bolt-ons/extensions”.

(c.2.B.9) Systems Engineering (SE). The Offeror shall describe their approach for applying a qualitative, complete, disciplined, and systematic SE process during all phases of the product design, configuration, deployment, and sustainment lifecycle. This shall include a detailed description of any company specific practices or processes used/proposed and the impact of these practices or processes on the Offeror’s ability to reduce software and middleware complexity, improve design understandability, simplify versioning and configuration updating.

(c.2.B.10) Service Level Agreements. The Offeror shall describe how their specific practices and processes relate to completing reports, interfaces, conversions, and extensions tasks, and, how these practices and processes minimize deficiencies and correction time during testing. The Offeror shall describe the Agency specific approach and methodology for performance standards development and measurement within a Service Level Agreement (SLA). The Offeror shall describe their approach for updating the SLA and their approach for addressing deficiencies in performance per the SLA. The Offeror shall describe the Agency specific approach and methodology for performance standards measurement and reporting within a SLA. The Offeror shall describe their approach to rectifying any reported performance deficiencies. Additional information concerning SLAs is contained in the HR LOB Migration Roadmap.

(c.2.B.11) Help Desk Support. The Offeror shall describe their approach for providing Help Desk services during deployment and sustainment. The Offeror shall propose any additional metrics that can be used to measure quality (e.g., levels of support, hours of operation, and integration with development and sustainment activities).

The Offeror must define their capabilities and processes used to provide comprehensive helpdesk support. (Note to Agency: Review SCM template for recommended and mandatory measurements)

(c.2.B.12) Hosting Support. The Offeror will be responsible for ensuring that systems are accessible to all end-users and Agency personnel and remain fully operational 24/7 or during time periods defined in the Service Level Agreement. The Offeror shall describe their approach to system maintenance, version upgrades and problem diagnosis and resolution from the perspective of periods of time that access to systems may be temporarily suspended, and provide average system availability/uptime.

(c.2.B.13) Overall Transition Strategy. The Offeror shall propose an overall transition strategy and approach and describe how their proposed production roll-out approach will ensure a timely migration while minimizing the impact to the SSC user community. The Offeror shall describe how the integration techniques maximize interoperability and integration between its solution and legacy systems and minimizes management, reconfiguration, and scrap/rework. Additionally, the Offeror shall convey how the proposed integration techniques affect the SSC program office, Agency staff, users, and contractors responsible for maintenance and operation of interfacing systems.

(c.2.B.14) Contingency Planning. The Offeror shall describe the proposed continuity of operations process (COOP) and demonstrate how it supports geographically separated locations; the production environment; fail over, recovery, and backup/restore capabilities; and alert processes based on performance metrics.

(c.2.B.15) Government Audits. The Offeror shall describe their approach for complying with the latest version of all applicable standards including but not limited to: providing support for Department-wide audits, reviews, assessments, investigations; and providing support for review and qualification procedures for Federal systems in accordance with Federal government standards.

(c.2.B.16) Operational, Security and Other Technical Requirements. The Offeror shall provide its approach for adhering to the following security and technical constraints listed in Attachment ## – Management, Operational, and Technical Constraints and Other Considerations (**Note:** Attachment ## specified by Agency):

- A2.3.1 – Personnel Security
- A2.3.2 – Physical Environment Protection
- A2.3.3 – Continuity of Operations Planning and Contingency Planning
- A2.3.4 – Configuration Management
- A2.3.5 – System Maintenance
- A2.3.6 – Systems Information and Integration
- A2.3.7 – Media Protection
- A2.3.8 – Incident Response

- A2.3.9 – Security Awareness and Training
- A2.4.1 – Identification and Authentication
- A2.4.2 – Access Control
- A2.4.3 – Audit and Accountability
- A2.4.4 – System and Communication Protection
  - A2.4.4.1 – Use of Mobile Code
- A2.5.1 – Privacy Protection
- A2.5.2 – Information Technology Accessibility Standards
- A2.5.3 – Section 508 Requirements
- A2.5.4 – IV&V Testing and Acceptance
- A2.5.5 – Data Storage Management

(c.2.B.17) Technical Assumptions. The Offeror shall describe any assumptions made in preparing this portion of the response. All assumptions will be evaluated for reasonableness.

(c.2.B.18) Technical Operational Capabilities Demonstration (OCD). In addition to providing written proposals, Offerors may be invited to conduct a Technical Operational Capabilities Demonstration (OCD) of their proposed solution. For Offerors selected to perform an OCD, it will be an element of the technical evaluation and will impact the government's award decision. Costs incurred to perform the OCD are considered part of proposal preparation and are the Offeror's responsibility. Please see Attachment ## - Operational Capabilities Demonstration for further information on the OCD (**Note:** Attachment ## specified by Agency).

(c.2.B.19) Data Migration. This element addresses the requirements that support the migration of all legacy data contained in the existing Agency system installation to the Offeror's proposed solution product. This element also addresses the Offeror's ability to satisfy the stated requirements to migrate existing Agency data into the proposed product, the schedule and pricing associated with these activities, and the technical and risk mitigation strategies described by the Offeror to address these migration requirements.

The Agency expects the Offeror to migrate the Agency's existing data in its current state with no loss in the quality of that data. If the Offeror has the processes and tools available which can help to improve the quality of this existing data before or as it is being migrated, the Offeror should discuss those capabilities, including their specific services and pricing in their response to the data migration task.

The Offeror is asked to describe their overall approach to migrating legacy data from existing HR systems and incorporating it into their proposed solution(s).

1. Define the software solution(s) being proposed. This includes all software required to operate the system, in its entirety, and the vendor providing the software
2. Describe the process recommended for conducting the data migration activity. This should detail the schedule, risks, and risk mitigation methods for conducting and completing the data migration task. At a minimum, this should provide a detailed definition and description of the processes utilized to ensure that information contained in these legacy systems is fully captured and migrated to the proposed solution
3. Describe all software tools, along with their associated licensing requirements and pricing, being proposed to support the data migration effort. If the Offeror has a requirement for the Agency to purchase additional software that would enable the data migration activities proposed, that must be indicated in this description of the Offeror's process
4. Describe the process and methodology for testing and verifying the accuracy of the data migration process
5. Describe the quality control milestones used to ensure an adequate measurement of cost and task performance during the data migration effort. It is expected that the Agency will use these milestones to monitor task performance
6. The Offeror is also asked to describe their abilities to migrate historical data

## Volume 2 - Section c.2.C - Management Capability and Approach (Factor 2)

This section of the Offeror's proposal counts towards the ## page limit.

The Offeror shall clearly define a comprehensive, integrated, and cost-effective overall management approach to manage this effort. The Offeror shall also demonstrate an overall understanding of the requirements and

management objectives in order to provide SSC management support. Additionally, the Offeror shall define the solution for applying a comprehensive approach and methodology that applies the Offeror's standard practices, tools, and staff to manage concurrent and complex life-cycle efforts.

The Offeror's Project Management approach and activities will be examined to assess the level of quality and cost control provided by the Offeror's management plan and Work Breakdown Structure (WBS) to ensure that schedules, costs, and labor activities will be adequately identified, tracked, and managed to acceptable levels.

The Offeror will define and describe the staffing they intend to leverage to accomplish the tasks described in this RFP. This should include the identification of key labor categories as well as all the labor categories the Offeror will utilize in the performance of the tasks described. The Offeror must demonstrate a complete and thorough understanding of the stated Agency objectives.

The Offeror shall include the following:

(c.2.C.1) Project Management Approach and Plan. The Offeror is asked to submit detailed information related to their overall management approach. This should include a brief overview of methodology, project structure, and management approach that will be used during the performance of the requirements identified in the SOO, and a general description of how your approach will be applied to accomplishing these requirements. The Offeror shall describe the proposed approach for applying rigorous project planning and management to the SSC. The Offeror shall provide a description of their project management approach and plan that identifies and defines methods that the Offeror will use for the management and execution of the implementation. It shall include:

- Approach to implementation referencing the appropriate areas of the system development life cycle (SDLC) including configuration management and change control
- Project management methodologies, any certifications the organization has and will apply to this work and any approaches the Offeror intends to utilize in their solution implementation (e.g. ISO, SEI Capability Maturity Model (CMM))
- Methodology for managing anticipated and unanticipated workload variances
- Testing approach for certifying solution functionality
- Approach to configuration and release management
- Detailed management approach to problem resolution
- Approach to staffing, especially, how the Offeror plans to comply with contractor's background investigation and staff security requirements described in Attachment ## - Management, Operational, and Technical Constraints and Other Considerations (**Note:** Attachment ## specified by Agency).
- Approach to providing integrated management across implementation and operations during the transition to full implementation.
- The Offeror should address how they plan to resolve conflicts between Agency needs and existing customer needs

(Note: Add reference to MPG for Migration Roadmap document)

(c.2.C.2) Timeline and Milestones. The Offeror is asked to provide an overall project timeline and WBS, with delivery and major project milestones, describing the phases, activities, and periods of performance supporting the Offeror's efforts. The Offeror should refer to Section 8.1 of the Migration Planning Guidance (MPG) for more information regarding this element.

(c.2.C.3) Work Breakdown Structure. The Offeror will develop and provide in their response a WBS document, in accordance with the Offeror's established project management methodology, which demonstrates the resources, deliverables, milestones, and timelines. The Offeror should refer to Section 8.1 the Migration Planning Guidance (MPG) for more information regarding this element.

(c.2.C.4) EVMS. The Earned Value Management System (EVMS) guidelines will apply to all work included in the contract or Interagency Agreement. The Offeror shall discuss its use of EVMS guidelines in its overall approach in support of SSC requirements. The Offeror is asked to document and describe the definitions and metrics for determining project status against milestones and stated objectives. During performance of the project, Offeror shall document and report using Earned Value Management System (EVMS) metrics, at a minimum. Additional metrics considered by the Agency as indicators of project performance may include, but are not limited to:

- Provider's standard metrics used for tracking performance
- Issue resolution tracking and reporting

(c.2.C.5) NIST Compliance Approach. The Offeror shall describe their management approach for complying with all applicable standards and guidelines (refer to Attachment ## – Management, Operational, and Technical Constraints and Other Considerations - **Note:** Attachment ## specified by Agency) for managing the SSC and Hosting work.

(c.2.C.6) Integrated Team Management. The Offeror shall describe its approach regarding the following aspects concerning Staffing, Integrated Team Management, Sub Contractor Utilization, and Expectation/Relationship Management:

(c.2.C.6.a) Subcontractor. The Offeror shall identify the proposed subcontractors, targeted areas/roles of subcontractor support, and resource levels targeted for subcontractor support. The Offeror shall discuss any contingency plans or provisions it has in place in case its subcontractors and/or any software vendors do not meet current or future Federal HR requirements or agreed upon SLA terms or the subcontractor relationship is terminated.

(c.2.C.6.b) Integrated Standard. The Offeror shall also provide the proposed approach for using and enforcing standard, mature processes across the proposed integrated Offeror/subcontractor team.

(c.2.C.7) Deliverable Development. The Offeror shall provide an Agency SSC specific integrated approach to accomplish life-cycle documentation and program deliverables (technical, functional, and management) that include but are not limited to: system specifications; operational configuration changes; logical/physical data models; change requests; and other documentation proposed in the Offeror's solution. The Offeror shall produce all system documentation in accordance with the Federal government's System Development Methodology (SDM) where applicable and shall use the Federal government's current versions of MS Word, MS Excel, MS PowerPoint, and MS Project for all deliverables and documentation. Offerors shall provide sufficient detail to allow the Federal government or Agency to understand the technical approach of the Offeror's proposed documentation.

(c.2.C.8) Risk Management Approach. The Offeror shall provide a description of their approach to risk management for the implementation activities described in their technical approach. The Offeror shall explain how it will proactively identify any anticipated risks and develop mitigation strategies. The Offeror shall integrate this discussion of risk and mitigation approaches with the rest of their technical proposal, discussing risks and mitigation approaches in each section of the proposal, and tying together the description of implementation risk and mitigation in this portion of the proposal.

(c.2.C.9) Quality Assurance Approach. The Offeror shall provide a description of their approach to Quality Assurance for the implementation and ongoing activities described in their proposal. The Quality Assurance Approach shall include a description of how the Offeror plans to track and report performance.. This factor evaluates the quality control plan in order to ensure the Offeror demonstrates an understanding of the complexities of the work described in the solicitation. The approach shall show an understanding of quality issues; that quality services and deliverables will be provided; personnel training exists; personnel are certified and accredited; the business relations of the Offeror, privacy controls, cost controls, and warranty of service offered. The Offeror shall describe its quality control approach for both the overall contract and individual task orders concurrently under the contract. The quality control approach should address procedures to ensure

- Quality service and deliverables
- Personnel are trained, certified, and accredited
- Potential problem areas and solutions are identified
- Appropriate handling of customer complaints and
- The ability to provide urgent requirements when and if needed

Provide a real life example of how existing quality control efforts saved money, reduced lead times and resulted in an overall savings to the customer.

(c.2.C.10) Communication Approach. The Offeror shall provide a description of their approach to project communication for the implementation activities described in their proposal. The communication approach shall include a description of how the Offeror plans to manage and facilitate project communication among the various constituencies that are part of the implementation solution. The approach should account for creating and managing regularly scheduled end user conference sessions to address user concerns, discuss system updates implemented and planned for future release, and address user questions. The Offeror's communication approach should describe the potential stakeholders (e.g., customer control board, user groups, etc.), communication media (i.e., meetings, status reports), and the decision making process. (Note: Add reference to MPG for Migration Roadmap - Communication Strategy)

(c.2.C.11) Management Constraints. The Offeror shall provide its approach for adhering to the following constraints listed in Attachment ## – Management, Operational, and Technical Constraints and Other Considerations (**Note:** Attachment ## specified by Agency):

- A2.2.1 – Security Planning
- A2.2.2 – Risk Assessment
- A2.2.3 – Certifications and Commitment
- A2.2.3.1 – Security Certification, Accreditation, and Security Assessments
- A2.2.4 – System and Services Acquisition
- A2.2.5 – Earned Value Management Reporting
- A2.2.6 – Training
- A2.2.7 – Ownership Rights

(c.2.C.12) Management Assumptions. The Offeror shall describe any assumptions made in preparing this portion of their response. All assumptions will be evaluated for reasonableness.

(c.2.C.13) Implementation Support Approach. The Offeror shall define and describe their management process and methodology for: Pilot testing, User Acceptance testing, Independent Verification and Validation (IV&V) and Post-Implementation.

(c.2.C.14) Governance. The Offeror is asked to describe and define the various processes and activities used to govern their proposed solution, under their tasking with the government, during and after implementation of their solution. This includes, but is not limited to:

**Change Control Board (CCB)**

- Agency representation on CCB
- Organizational makeup of the CCB
- Business scope of the CCB

**Helpdesk Issue Incorporation into Governance processes**

- Determine types and scope of deficiencies
- Develop and document resolution strategy for each deficiency
- Communicate any and all recommended changes to solution required to address the deficiencies to the CCB for evaluation and concurrence
- Inclusion of HR and Worklife users to a part of global helpdesk issues

**Volume 2 Section c.2.D - Functional Capability and Approach (Factor 3) – (Agency Specific)**

This section of the proposal counts towards the ## page limit.

The Offeror shall clearly define a comprehensive, integrated, and cost-effective approach and methodology that apply suitable best practices, tools, and qualified staff to satisfy Agency functional requirements while maximizing the level of system-wide automation in the solution. The Offeror shall demonstrate an overall understanding of the Agency specific requirements and a sound methodology for providing the full spectrum of SSC responsibilities.

(c.2.D.1) Functional Description. The Offeror shall propose a solution that will provide the Agency with the services it is seeking using a common, open, and reusable architecture. The type of services sought include: hosting, maintaining, providing or licensing of HR IT systems and solutions, implementation, a broad range of HR support, and human capital consulting services. The solution shall demonstrate a high level of understanding of the HR LOB SSC service model as defined in the Target Requirements for HR LOB SSCs and other referenced documents. The Offeror shall provide at a minimum, a description of: the proposed HR IT system(s) to be used in the Offeror's SSCs to provide services in all core and non-core HR functional areas, the inputs and outputs of the HR IT systems used for Personnel Action Processing, Benefits Management and, if offered, Payroll services; the proposed implementation process and the average timelines for implementing similar services on previous customer implementations; the HR support and human capital consulting services (business process support) offered (see sections c.2.D.5), and how the Offeror's approach will lead to the successful operation of a SSC that will deliver quality human resources and payroll services, if offered, to the Agency.

Offerors should be familiar with the following Federal HR LOB documents

- Guide to Processing Personnel Actions (<http://www.opm.gov/feddata/gppa/gppa.htm>)
- HR LOB Business Reference Model (BRM) version 2

- HR LOB Performance Model version 1
- HR LOB Target Requirements for Shared Service Centers version 2
- HR LOB Service Component Model (SCM) version 2

(c.2.D.2) Change Management. The Offeror shall convey their Organizational Change Management proposed approach to support on-going Change Management tasks that include, but are not necessarily limited to: solution familiarization/communication; product roll-out preparation; Agency readiness/preparation; solution marketing; and organizational planning. The Offeror shall propose the approach to facilitate the organizational, cultural, and change acceptance necessary for adopting/adapting re-engineered/modernized business processes and solutions in the Agency environment.

Functional Gap Analysis - The Offeror should describe their activities for supporting the identification, development, and documentation of business processes which are impacted by implementation of their proposed solution including gap analysis of required vs. current data elements.

The Offeror is asked to document and describe the levels of support they propose to provide the Agency in the implementation of their solution to address the changes in organizational processes likely to be required to fully utilize the solution. This should include:

- How issues related to change of the solution are addressed
- How those issues are resolved
- What type and level of analysis is performed to assess the impact of proposed system changes on the customer's organizational business processes
- How change to the solution and business processes surrounding the solution are communicated to customer organizations

The Offeror should refer to Section 8 of the Migration Planning Guidance (MPG) for more information regarding this element.

(c.2.D.3) Training Approach. The Offeror shall propose an Agency SSC-specific approach and methodology for training that covers the full spectrum of comprehensive, innovative, and cost effective training throughout the life cycle. The training approach shall include all components necessary to prepare the Agency user community to successfully perform their roles in the "to be" Agency SSC environment. Additionally, the training approach shall address post go-live training and the ongoing measurement of the personnel's efficiency in order to apply targeted training to areas of deficiency. The Offeror shall clearly explain proposed SSC/Agency involvement (e.g., subject matter experts, end users, etc.), methods, tools, types of training (classroom, Computer Based Training (CBT)/e-learning, long-distance learning, etc.), and training plans to include training materials, scheduling, execution, evaluation, and any other training plans and approaches provided by the strategy.

The Offeror should refer to Section 8 of the Migration Planning Guidance (MPG) for more information regarding this element.

(c.2.D.4) HR LOB Functional Compliance. The Offeror shall describe its SSC functional compliance approach and methodology for ensuring that its solution is developed in a manner consistent and compliant with the eGov initiatives, Target Requirements for HR LOB SSCs and other standards included in this RFP.

**[Note: The sections below currently describe all of the core and non-core functionality requested as part of the HR LOB SSC procurement. Agencies should review the functionality descriptions below and determine which core and non-core functionality capabilities they wish to procure for their Agency.]**

(c.2.D.5) Functional Capabilities. The Offeror shall describe its Agency SSC specific approach for accomplishing/implementing existing as well as improved functional capabilities. These capabilities, which are discussed below, have been divided into the following major functional categories: "Core" HR (Personnel Action Processing, Benefits Management, and, if offered, Compensation Management/Payroll Services) and "Non-Core" HR Services (HR Strategy, Organization and Position Management, Staff Acquisition, Performance Management, Compensation Management (non-core), Human Resources Development, Employee Relations, Labor Relations, and Separation Management) .



**“Core” Human Resource and Payroll Services**

(c.2.D.5.a) Personnel Action Processing. The Offeror shall describe how they will provide a personnel action processing solution for the Agency SSC that offers the capability to initiate and process personnel actions as described in The Guide to Processing Personnel Actions. The solution will use automated workflow to route the personnel action through its approval sequence and provide appropriate notifications. Personnel action processing is a capability that supports multiple HR LOB BRM sub-functions. Agency personnel will continue to initiate and approve personnel actions. Employees will receive electronic notification of personnel actions that have been processed on their behalf. Agency personnel will also continue to perform manual processing, should any remain. SSCs will provide the tools that will automate the process. SSCs will also capture and retain raw data that will enable performance tracking. The Offeror’s description should address how they will provide the processing services defined in detail in Appendix A to the document *HR LOB Target Requirements for SSCs version 2*. Specific SSC requirements are denoted by the text “Mandatory” in the column labeled Priority and the text “Shared Service Center” in the column labeled “Who.”

(c.2.D.5.b) Benefits Management. The Offeror shall describe how they will provide a benefits solution that offers web-based employee self-service capabilities for benefits enrollment. Specific functionality includes: activate benefits enrollments based on predefined business rules and make benefits participation data available to payroll and to benefits providers. SSCs will also deliver benefits communication. SSCs will support both government-wide and Agency-specific benefits programs. For Agency-specific benefits programs, SSCs may provide consulting support to agencies on communication content and approach and will provide facilities and media to deliver benefits communication to employees. The Benefits Management services that the Offeror shall provide are defined in detail in Appendix C to the document *HR LOB Target Requirements for Shared Service Centers Version 2*. Specific SSC requirements are denoted by the text “Mandatory” in the column labeled Priority and the text “Shared Service Center” in the column labeled “Who.”

(c.2.D.5.c) Compensation Management/Payroll Services. If requested, the Offeror shall describe how they will provide a compensation management solution for the Agency SSC that includes tools to support manager’s pay and award decisions, leave processing, and end-to-end payroll processing (setup, processing, disbursement support, annual pay adjustment processing, reporting, compliance) using self-service and automated workflow to manage time reporting and approval and payroll processing. The Compensation Management services that the Offeror may provide are defined in detail in Appendix B to the document *HR LOB Target Requirements for Shared Service Centers version 2*. Specific SSC requirements are denoted by the text “Mandatory” in the column labeled Priority and the text “Shared Service Center” in the column labeled “Who.” If the Agency does not seek Compensation Management/Payroll Services, the Offeror shall discuss how their solution can integrate with an external payroll system.

**“Non-Core” Human Resource Services**

(c.2.D.5.d) HR Strategy. The Business Reference Model (BRM) defines the HR Strategy sub-function as the development of effective human capital management strategies that ensure Federal organizations are able to recruit, select, develop, train and manage a high quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future work force competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consulting support; and measuring and improving human resources performance.

The Offeror shall describe how they will provide the HR Strategy services defined in detail in Appendix D to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.e) Organization and Position Management. The HR LOB BRM defines the Organization and Position Management sub-function as the design, development and implementation of organizational and position structures that create a high performance, competency-driven framework that both advances the Agency mission and serves Agency human capital needs.

The Offeror shall describe how they will provide the Organization and Position Management services defined in detail in Appendix E to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.f) Staff Acquisition. The HR LOB BRM defines the Staff Acquisition sub-function as the establishment of procedures for recruiting and selecting high quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan;

establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.

The Offeror shall describe how they will provide the Staff Acquisition services defined in detail in Appendix F to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.g) Performance Management. The HR LOB BRM defines the Performance Management sub-function as the design, development and implementation of a comprehensive employee performance management approach to ensure Agency employees are demonstrating competencies required of their work assignments. This sub-function includes: design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to Agency goal and mission accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the Agency's employee development approach.

The Offeror shall describe how they will provide the Performance Management services defined in detail in Appendix G to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.h) Compensation Management (non-core). The Compensation Management sub-function definition is the same as stated under "core" services, however this section focuses on non-core services that SSCs may provide.

The Offeror shall describe how they will provide these non-core services as defined in Appendix H to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.i) Human Resources Development. The HR LOB BRM defines the Human Resources Development sub-function as the design, development, and implementation of a comprehensive employee development approach to ensure that Agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the Agency's employee development approach.

The Offeror shall describe how they will provide the Human Resources Development services defined in detail in Appendix I to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.j) Employee Relations. The HR LOB BRM defines the Employee Relations sub-function as the design, development and implementation of programs that strive to maintain an effective employer-employee relationship that balances the Agency's needs against its employees' rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employee assistance programs; participating in administrative third party proceedings; and determining candidate / employee suitability based on information collected outside of the HR process (e.g., background investigation, drug testing).

The Offeror shall describe how they will provide the Employee Relations Development services defined in Appendix J to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.k) Labor Relations. The HR LOB BRM defines the Labor Relations sub-function as the management of the relationship between the Agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.

The Offeror shall describe how they will provide Labor Relations Development services defined in Appendix K to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.5.l) Separations Management. The HR LOB BRM defines the Separation Management sub-function as those activities that take place when an employee leaves an Agency. This includes handling the appropriate notifications and determining the terms of the separation. Interactions take place to ensure knowledge transfer occurs between the separating employee and remaining employees. Separating employees are offered transition counseling and support.

The Offeror shall describe how they will provide Separation Management services defined in Appendix L to the document *HR LOB Target Requirements for Shared Service Centers Version 2*.

(c.2.D.6) Functional Assumptions. The Offeror shall describe any assumptions made in preparing this portion of their response. All assumptions will be evaluated for reasonableness.

(c.2.D.7) Functional Operational Capabilities Demonstration (OCD). In addition to providing written proposals, Offerors may be invited to conduct an OCD of their proposed solution. For Offerors selected to perform an OCD, it will be an element of the functional evaluation and will impact the government's award decision. Costs incurred to perform the OCD are considered part of proposal preparation and are the Offeror's responsibility. Please see Attachment ## – Operational Capability Demonstration for further information on the OCD ((**Note:** Attachment ## specified by Agency)).

#### **8.2.7.3.3 (c.3) Volume 3: Corporate Capability and Past Performance (Factor 4)**

In this section, the Offeror shall provide the following

- An overview of the proposed Offeror
- Description of the proposed Offeror's capabilities and experience providing services similar to those requested in the Agency's SOO
- Past performance references for the proposed Offeror
- Proposed subcontractors

The Offeror will be evaluated on their capabilities and past performance in providing the types of services requested in this RFP.

#### **Volume 3 Section c.3.A – Provider Profile**

The proposed Offeror shall provide information on its overall status of business including that of all proposed subcontractor firms. This is necessary to assess the Offeror's ability to provide services. Each overview shall contain the following

- Company name and the names of business units that possess the experience and capabilities required
- Company ownership and nationality
- Offeror size in terms of average annual gross receipts over the past three years
- Liability insurance and performance bonding carried by the company
- Audited financial statements (income statement balance sheet, statement of cash flows on an annual basis for the past three years through the current year). All financial data shall be audited by an independent Certified Public Accountant

Additionally, the following information is required

- Point of contact for purposes of communicating with the Agency about this RFP, including contact name, title, postal address, telephone number and email address
- Indication of whether the Offeror, and individual team members, qualifies as one or more of the following entities for purposes of contracting with the Federal Government: Large Business, Small Business, 8(a) Firm, Small Disadvantaged Business, HubZone Business, Service Disabled Veteran-Owned Small Business, or Woman Owned Business. Additional information about these and other Federal contracting programs can be found at the Small Business Administration website at: <http://app1.sba.gov/faqs/>

To assist Offerors in determining whether they are a small business, the Federal Government has identified the applicable North American Industry Classification System (NAICS) code as 518210 and the small business size standard as \$21.0 million gross average annual sales for the preceding three years.

#### **Volume 3 Section c.3.B – Capabilities and Experience of Offeror**

The proposed Offeror shall describe its capabilities and experience providing human resource information technology solutions similar to that requested in the Agency's SOO. The description should include:

Capabilities:

- The Offeror shall discuss the history of the business processes and systems that the Offeror is proposing to support the functions required in the Agency's SOO
  - a) the age of the system
  - b) the length of time the system has supported **each of the "Core" and "Non-core"** functions listed in the Agency's SOO
  - c) the steps taken to maintain the underlying technology at a level consistent with the mainstream of information technology
- The Offeror shall describe the firm's overall market position and strategy relative to other HR service providers
- For the purpose of demonstrating general capability, the Offeror may also choose to describe its historical experience in applying business processes and systems to HR systems where those processes and systems are different than those proposed for the Agency, however, this distinction shall be noted wherever it applies
- The Offeror shall describe the established processes and systems that it uses to measure performance, service quality and customer service levels
- The Offeror shall describe its processes that measure service quality including supporting data collected as part of an ongoing measurement program

Experience:

Offeror shall submit a narrative of experience in providing services comparable to those listed in each of the "Core" and "Non-core" functions listed in the Agency's SOO. The narrative shall cover at a minimum

- Demonstrate that the Offeror has a minimum of three (3) years of relevant experience
- Qualifications, staff, and contractor resources
- Understanding and experience with Agency processes and directives
- Indicate the number of projects per year and scope of projects/work, etc.
- The number of clients serviced
- The number of customer organizations served
- A description of the size, in terms of accounts maintained, of the five largest customer organizations served, type of service (e.g. outsourcing vs. co-sourcing or licensed technology) and period of time serviced
- The number of years the organization has offered services in each of the "Core" and "Non-core" functions listed in the SOO
- Describe the Offeror's experience in cross-servicing and performing migration for diverse client agencies
- The level of complexity addressed in meeting customer needs

Note that "customers," in this context, refers to organizations served on a fee-for-service basis, with fees and service negotiated on an arm's-length basis (e.g. internal servicing should not be considered a "customer" engagement).

The Offeror shall provide a copy of its standard, commercial Service Level Agreement for hosted, HR information systems services. The Agency expects that the proposed quality levels in the Offeror's response will be equal or better than those offered to the Offeror's other customers.

(c.3.B.1) Subcontractors. The Offeror shall clearly specify whether they will subcontract with another organization to provide services to satisfy the requirements of this RFP, what the status of those relationships are (working partnerships, in the works, intent), and the status of the business process and system integration for all systems involved. In addition, the Offeror shall identify any subcontractors that are expected to perform the majority of the work in a given HR functional area.

(c.3.B.2) List of References. The Offeror and each major subcontractor shall provide a list of references for all ongoing contracts, and contracts completed not more than three (3) years prior to the date of release of this solicitation. The references provided shall demonstrate performance relevant to the requirements specified in this solicitation.

**Volume 3 Section c.3.C – Past Performance**

(c.3.C.1) *Past Performance References.* This factor evaluates past performance in order to ensure the Offeror has a proven record of performance, and a good reputation among its customers. This will be based upon the Dun & Bradstreet Past Performance Evaluation Report. References will be contacted to verify the information. The Agency may use past performance information obtained from sources other than those identified by the Offeror. Offeror shall be rated no lower than above average, a three (3), on the majority (at least six) of the categories on the D&B past performance questionnaire. If more than one questionnaire is submitted, the majority shall rate the contractor no lower than above average, a three (3), on the majority of categories.

In order to demonstrate the Offeror's capabilities and ability to achieve the objectives described in Attachment ## (Agency Specific), the Offeror shall provide details of HR servicing arrangements that the Offeror has (or are) engaged in at some point in the last 3 years. "Human Resources servicing arrangements" means contractual agreements in which the principal purpose of the agreement and the majority of the work performed under the agreement are to provide human resources services to the customer. In order to evaluate past performance, the Agency requires that the Offeror provide a list of projects (at least five, but not more than ten) that will be used as references. **At least two of the five past performance references shall be for what the Agency is seeking as described in the Agency's SOO.** This list should contain the following.

1. Name of the customer or contracting organization
2. Contract type and value
3. Original contract dollar value and current or actual dollar value
4. Designation as prime or subcontractor
5. Period of performance
6. Customer point of contact or reference having knowledge of contract performance (name, title, telephone number, e-mail address)
7. Description of work performed, including a statement of the similarities of the work and the proportion of the work performed to that of the services described in the Agency's SOO. *Each reference description shall identify which of the "Core" and "Non-core" HR functional areas listed in the Agency's SOO being substantiated*
8. Completion date
9. List of significant subcontractors
10. Number of clients managed, average size of populations services, and period of time the Offeror has provided HR services to the customer

In addition, all major subcontractors listed in section (c.3.B.2) above should provide a list of at least five agreements for customers for whom they performed work of a similar nature to that which they are proposed to perform under this contract. These will be used as references. The list should contain the same information as for the Offeror.

The contracts and subcontracts listed may include those entered into with Federal, State and local governments, and commercial businesses, which are highly similar in scope, magnitude, and complexity to the performance requirements that are described in this solicitation (Offerors shall describe the relevancy of each reference to the requirements in the solicitation).

(c.3.C.2) *General Performance Information.* Offerors shall not provide general information on their performance on the identified contracts and subcontracts. General performance information will be obtained from the references.

(c.3.C.3) *Past Performance Metrics and Audits.* Offerors may provide information on problems encountered during the performance of the contract(s)/subcontract(s) and corrective actions taken on the identified contracts and subcontracts. The Offeror shall discuss its current measures and metrics in place with its customers, and how the Offeror uses these metrics to improve performance and how the Offeror plans to address future requirements. The Offeror should discuss weaknesses identified in the Offeror's latest service delivery audits (i.e., internal audits, third party audits, etc.) and how the Offeror plans to address those weaknesses and vulnerabilities.

(c.3.C.4) *ERP Solution.* If the Offeror uses a COTS ERP solution, the Offeror shall discuss the modules of the ERP solution that the Offeror provides or proposes to provide. If the Offeror does not use all of the offered modules, explain why not. The Offeror shall discuss whether it uses or proposes to use other point solutions in lieu of some delivered ERP modules and if so, why.

(c.3.C.5) Extent of Customization. If offering a COTS/GOTS solution, the Offeror shall describe the extent to which its system will need to be customized or modified from the base COTS/GOTS. The Offeror should discuss its ability to implement statutory/regulatory policy changes..

(c.3.C.6) Interface Experience. The Offeror shall describe its experience and approach to interfacing with external systems, including front-end and back-end feeds to financial, payroll, and management information systems. The Offeror shall also identify any supported self-service systems (i.e., Employee Express, TALX, etc.).

(c.3.C.7) Telecommunications. The Offeror shall discuss how its telecommunications environment and internet capability supports its current service delivery mechanism.

(c.3.C.8) Subcontractors. To the extent that the Offeror intends to subcontract work required to meet the objectives in the SOO, the Offeror shall provide a list of proposed subcontractors and a description of each proposed subcontractor's role and qualifications in delivering, operating and maintaining the system solution or providing services. The Offeror shall describe their prior experience working with each subcontractor on HR solutions similar to that described in the SOO. The Offeror shall describe the rationale for selecting the proposed subcontractors.

The Offeror shall include descriptions of the types of work that will be performed by each subcontractor, and explain how the services provided by the Offeror's team will be managed.

(c.3.C.9) EVMS. The Offeror must discuss its experience utilizing Earned Value Management System (EVMS) techniques to assess, quantify, and forecast trends, analyze variances, and facilitate development.

#### **8.2.7.3.4 (c.4) Volume 4: ATTACHMENTS/DOCUMENTATION**

The Offeror shall include the following: Proposal Responsiveness Matrix, Certifications and Subcontractor Letters of Commitment, Agency SSC Self-Evaluation Tool, and completed Background, Experience and Capabilities Checklist.

(c.4.A) Proposal Responsiveness Matrix. The Offeror shall provide a traceability matrix (**Note:** Agency created based on final contents of instruction section) to clearly show the relationship between the SOO, RFP, and their response. A template has been provided in Attachment ## (**Note:** Attachment ## specified by Agency).

(c.4.B) Certifications and Commitment. The Offeror shall provide any certification that may be of value in the evaluation process (e.g. professional certifications, SEI, CMM/CMMI appraisal disclosure statement). The Offeror shall identify which contractor (Prime or Sub) holds the certifications. The Offeror shall provide letters of commitment from subcontractors, if the Offeror proposes to provide Compensation Management/Payroll Services.

(c.4.C) Agency SSC Self-Evaluation Tool. (**Note:** Agencies may choose to supplement the MPG self-evaluation tool with additional requirements as necessary. Refer to Section 6 of the Migration Planning Guidance (MPG) for more information regarding the MPG self-evaluation tool).

The Offeror shall complete Attachment ## - Agency SSC Self Evaluation Tool (**Note:** Attachment ## specified by Agency). Responses to the Agency SSC self-evaluation tool will be used to document Offeror's ability to meet the HR LOB Target Requirements for SSCs as well as any additional Agency requirements. Offerors should complete their SSC Self Evaluation response using the attachment template provided and submit their answers within Volume 4 Attachments/Documentation of their response.

**Note: Offerors shall complete the Agency SSC self-evaluation tool by inserting an evaluation code in the appropriate column for each Unique ID requirement. Detailed instructions for completion of the evaluation tool are contained on page one of the document. At a minimum, Offerors shall complete tabs I-a Personnel Action and I-c Benefits Management. Tab I-b shall be completed if the Offeror is proposing Compensation Management. The remaining tabs shall also be completed for each additional service the Offeror is proposing. Any deficiencies must be remediated by the end of the "get-well" period, i.e. the issuance date for the next open season.**

(c.4.D) **Background, Experience and Capabilities Checklist.** Offerors shall submit responses to Attachment ## - Background, Experience and Capabilities Checklist. (Note: Attachment ## specified by Agency). Offerors should complete their checklist response using the attachment template provided in Attachment ## and submit their answers within **Volume 4 Attachments/Documentation** of their response. The background, experience and capabilities checklist provides agency evaluators with summary information pertaining to the Offeror's response [to assist in the](#)

**evaluation process.** For each “no” response to the Experience Questions (Part II) of the Background, Experience and Capabilities Checklist, the Offeror shall specify their commitment to completing the requirement. The Offeror shall complete all questions and indicate if the deployed software system is extensible to service Agency needs.

#### 8.2.7.4 (d) Volume 5: PRICE PROPOSAL (Agency Specific)

**[[Note to Agency: The purpose of this section is to provide agencies with sample language for the price proposal component of their procurement. This section provides methods agencies may apply to ensure adherence to the stated pricing proposal and to manage the costs associated with each aspect of the proposed solution. Agencies should review the price proposal section below and modify it accordingly based on their particular requirements.]]**

(d.1) The Offeror must demonstrate their solution for the agency is cost effective and represents the ‘best-value’ solution to the agency. The pricing proposal should:

1. Define and provide the price, pricing methods used, and rationale for prices associated with each aspect of the proposed solution necessary to fulfill the agency stated objectives and requirements, as described in the SOO and the attached documents. The Offeror is to base their pricing estimates on the number agency employees (**Note:** Information to be provided by the Agency), and is to provide two sets of prices, delineating between “One-Time” incurred during conversion and “Annual Recurring” for operation and maintenance of the proposed solution.
  - a) **One-Time/Implementation or Migration Cost** – Include the implementation project period encompassing planning, development, software, and labor associated with converting from the agency’s current HRMS system to the proposed solution, including the migration of legacy data. One-time prices only occur during or pertain to this phase.
    - 1) Provide pricing associated with the Offeror’s described technical and business consulting support for implementation
    - 2) Provide pricing for all customizations the Offeror proposes in order for their solution to satisfy the stated agency functional and technical requirements
    - 3) Provide pricing associated with the migration of all legacy data contained on current agency systems and any considerations for data from old agency systems
    - 4) Provide pricing associated with delivering the Offeror’s recommendation for addressing the end user training objectives
  - b) **Annual Recurring or Yearly Maintenance** – Cover the phase or project period when the proposed solution is fully operational. Annual recurring prices are operation and maintenance pricing to support the continued functionality of the proposed solution.
    - 1) Provide pricing associated with the Offeror’s described project management, systems governance, project planning, and program-level support activities necessary to ensure ongoing systems operation and applicability to agency policies and processes
    - 2) Provide pricing associated with the hosting of the proposed solution
    - 3) Provide pricing associated with any licensing fees for proposed solution software
    - 4) Provide pricing associated with any necessary proposed solution hardware
    - 5) Provide pricing associated with providing the proposed Tier 1 helpdesk support

In addition to the above, the Offeror is further asked to

1. Provide the methods they will apply to ensure adherence to the stated pricing proposal
2. Provide the methods they will apply to manage the costs associated with each aspect of the proposed solution, including the preventive and communication methods to be utilized to ensure cost compliance

**For their response, the Offeror should submit a narrative response (volume 5) and completed “Price Proposal Table” (Attachment ##) (Note: Attachment ## specified by Agency). The agency will not fund customizations and/or upgrades required to meet governmentwide requirements.**

**[Note to Agency: The “Price Proposal Table” (Attachment ##) noted above should be included as an attachment to the RFP so that Offerors may complete it and submit it with their response. The Agency should review and update the “Price Proposal Table” to coincide with the critical requirements stated in the Agency SOO. The Price Proposal Table will enable agencies to more easily compare price responses among various Offerors.]**

### **8.2.8 PERIOD AND PLACE OF PERFORMANCE (Agency Specific)**

The anticipated period of performance for contracts awarded is 5 years with three additional 5-year options. The majority of Federal agencies seeking services under these contracts have headquarters offices within the greater Washington, D.C. area; however, services will also be provided to employees in locations across the United States and throughout the world.





UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT  
1900 E Street, NW  
Washington, DC 20415