Talent Management Platform  
RFP No. P15/9874  
Date: Sept. 29, 2014  

Answers to Vendor Questions - Questions are in black, answers are in red.

1. Please explain why you want to implement the solution in the order shown in the RFP?

   Answer: The recruitment process was recently redesigned to incorporate changes related to internal advancement, which took effect at the start of this fiscal year. Our performance appraisal and step progression processes are currently under review and we've recently hired a new director of Organizational Effectiveness and Development who is working on a number of employee learning and development projects. The implementation schedule was drafted in an attempt to minimize the number of post-implementation process changes that may arise as a result of these initiatives. In addition, a lack of robust reporting capabilities related to recruitment statistics has provided an additional driver to adhere to the suggested implementation schedule.

2. Please explain how the recruitment process will be managed. Example: will each of the locations want to manage their own recruitment process and report up to district?

   Answer: The HR department will be managing recruitment efforts in conjunction with the hiring managers and administrators at each location.

3. Will you administer the performance appraisal process in a centralized or decentralized model? Please provide details.

   Answer: Currently, performance appraisals are conducted by an employee’s supervisor and ultimately reviewed by Human Resources. Goals, learning objectives, and other performance measures are currently agreed upon by the supervisor and the employee. Ideally, we would like to maintain this decentralized structure with a centralized component that would allow Human Resources to monitor the completion of such appraisals and set a framework for how the appraisal should look for each type of employee. Our Board has also expressed interest in having HR produce metrics that report out on completion rates by location and department as well as levels of completion (for example, the percentage of all completed appraisals that were ranked as “exceeds expectations”). Furthermore, the ability to conduct 360 degree reviews and have peer evaluations take place is also appealing. As mentioned before, we do require a certain degree of flexibility when it comes to performance appraisals, as that process is currently under review. Lastly, performance appraisals differ between types of employees (administrators, exempt, non-exempt, faculty, etc.) and some employees hold dual duties (for example, and exempt employee may also teach courses as an adjunct).

4. Can you describe the different types of learning content you will want to integrate into the employee training tools? (online vs. classroom, what tools used? SCORM compliant?)

   Answer: Our office of Organizational Effectiveness and Development currently uses Skillsoft to deliver online trainings and content and additionally creates customer courses and instructor led-trainings as well. The College has been using Skillsoft for many years...
and there are a considerable number of assets within (as well as history) that we would like to maintain. The system is SCORM compliant.

5. Please describe the preferred level of integration of the recruiting and performance solutions with your Banner system

   Answer: As mentioned in the functional objectives, we would like users of the system to feel as if they are operating within a single system despite what occurs behind the scenes. We want to eliminate the need for our staff to manually move data between systems. For example, someone who was just hired should automatically kick off a process within Banner to set them up within, which should additionally trigger aspects of the performance management solution indicating that goals should be set and a review cycle started.

6. Besides those mentioned in the RFP, what other day-to-day systems or applications do your recruiters use (ex: email, calendar)? (Section 2: Background; p.4)

   Answer: Email and Calendars: Microsoft Outlook/Exchange, Microsoft Office Products (Excel, Word, etc.), Skype (Video Interviews), Telephone (phone interviews, scheduling), PeopleAdmin (applicant tracking), HireRight (Background Checks), Skillsoft (Learning Content)

7. Do your recruiters receive resumes, recommendations or kudos for candidates or current employees informally via e-mail? (Section 2: Functional Objectives; p.5)

   Answer: We require that all documentation submitted for a posting be done through the official application. Resumes, recommendations, and other information received via email are disregarded and the sender is asked to submit those materials via the application. Reference checks are performed via telephone. Recommendations not related to a specific recruitment effort can be received informally through email or other avenues.

8. Describe your way of attracting candidates (Section 2: Functional Objectives, p.5)

   Answer: Limited online advertising via job boards and websites and posting jobs on www.pima.edu

9. Are you currently tracking metrics on where your hires/candidates are being sourced? (Section 2: Functional Objectives, p6)

   Answer: Yes.

10. Are you able to stack rank your candidates easily? (Section 2: Functional Objectives, p.5)

    Answer: No.
11. Describe your process around managing requisitions. (Section 2: Functional Objectives, p6)

Answer: When a position becomes vacant, a “Recruitment Request Form” is downloaded off the employee intranet in .PDF form and completed. That form is sent to Human Resources who then take the form and begin to draft the job announcement. The hiring supervisor and the HR analyst exchange emails until the job announcement is finalized at which point the HR analyst creates a posting. We do not use a formal, systematic routing structure within our current tool to complete these steps. A systematic requisition process is a necessity.

12. Describe your process around offer management. Would it be beneficial to leverage e-signature? (Section 2: Background; p.4)

Answer: When a candidate is selected, an offer of employment is made by either the hiring supervisor or an HR representative over the phone. If the candidate accepts, a series of documents are emailed for them to sign and bring to the HR office as well as a disclosure form for background checks. E-signature could potentially be useful, depending on the context but it is not a necessity.

13. How do you manage your job postings for internal and external candidates? (Section 2: Functional Objectives, p6)

Answer: Systematically, the management of internal and external postings does not differ significantly.

14. Which job boards do you use to post your career openings? (Section 2: Functional Objectives; p.6)


15. Can you please provide us with an overview of your performance review process? Can you provide us with a template that you use currently? (Section 2: Functional Objectives, p.5)

Answer: Performance appraisals differ between employee types and are conducted on paper. A .PDF form is available through the employee intranet complete with instructions for how the supervisor should administer the appraisal. Our appraisals are very limited in nature and generally involve basic goal setting and monitoring of those goals throughout the year.

16. How do you handle employee feedback from peers and management? (Section 2: Functional Objectives, p.5)?

Answer: Employees and supervisors have the ability to make free-form comments on our current performance appraisals. Aside from that, feedback is handled very informally.
17. Do you have organizational goals that you align with individual performance reviews and ratings? (Section 2: Functional Objectives, p.5)

   Answer: We have organization-wide goals that each employee is supposed to be working in support of, but managing performance appraisals on paper creates difficulty in aligning the two. We are looking to be able to enforce such alignment, and the system should provide that functionality.

18. Are your performance reviews a combination of competencies and goals? (Section 2: Functional Objectives, p.5)

   Answer: Competencies are not addressed in our current performance appraisals, but we would like them to be.

19. In regards to LMS, what different types of learners will need access to the system and will each audience need a different interface (ex: individual departments, individual campuses)? (Section 2: Functional Objectives, p.6)

   Answer: Differing interfaces for each audience isn’t necessary. Each employee will require access and the administrative component will be managed by Human Resources.

20. What are your sources of reporting today? What are typical reports needed on a regular basis? (Section 2: Functional Objectives, p.6)

   Answer: Reports are generated from Banner, PeopleAdmin, and Skillsoft data through internal reporting interfaces within each system, TOAD, or Business Objects Enterprise (SAP). Reports ranging from utilization, to employee rosters, completion rates, and many other types of reports are utilized. The ability to create custom reports and have full access to any data collected by the tool would be preferable.

21. Would it be helpful to receive scheduled reports via email in different formats (ex: excel, doc, pdf, notepad) to drive greater visibility into your processes? (Section 2: Functional Objectives, p.6)

   Answer: Yes.

22. Do you desire or have requirements to move to a paperless onboard process? (Section 2: Background; p.4)

   Answer: Yes.

23. Are you currently using HireRight for I9 and eVerify? (Section 2: Background; p.4)

   Answer: Yes.
24. Please outline your pre-screening process. (Section 2: Functional Objectives, p.5)

Answer: An HR analyst will review the application along with the materials submitted to determine whether or not a candidate meets minimum qualifications for a position. Currently, systematic pre-screening tools are not in use to assist the HR analyst (something we’d like to change).

25. Do you have a formal process for off-boarding employees (ex: collecting equipment, exit interview surveys) (Section 2: Project Scope p.4)

Answer: Yes; an employee exit checklist (which includes an exit interview) is maintained and administered by employee relations when an employee separates with the College. We are exploring ways to make this process more electronic.

26. Do you have a way of identifying re-hire eligible candidates? (Section 2: Project Scope p.4)

Answer: Unless marked in Banner as “Not Eligible for Rehire”, all candidates are considered eligible for rehire.

27. How are you tracking disciplinary action? Are you able to easily track job skills/competencies, identify trends/gaps, and assign training? (Section 2: Functional Objectives, p.5 & 6)

Answer: Disciplinary action is administered and tracked by Employee Relations. We do not have the ability to easily track job skills/competencies and relate those to training. Employee Relations recently began tracking events in Banner to help identify trends but that project is still in its early stages.

28. Is the HireRight service described in the RFP integrated to your Banner HR solution? If so, is this through a functional integration provided by Ellucian/Banner, or through a technical import, either through a direct database import or through tools provided by the Banner solution? (Section 2: Technical Requirements, p.6)

Answer: HireRight is not integrated with Banner, it is integrated with PeopleAdmin. PeopleAdmin and Banner are not integrated.

29. Do you have single signon (SSO) implemented across applications from different vendors today? (Section 2: Technical Requirements, p.6)

Answer: Yes.

30. If SSO is implemented, does it include any Cloud or other third-party solutions vendors such as PeopleAdmin? (Section 2: Technical Requirements, p.6)

Answer: Yes.
31. If Cloud or third-party solutions are implemented for SSO, what is the underlying technology (Shibboleth, ADFS, CAS, ...)? (Section 2: Technical Requirements, p.6)

   Answer: Most of our applications use CAS with a select few using Shibboleth. We support both.

32. What constituencies are most likely to require access from mobile devices and for what functions? Examples might be job applicants, employee learners, managers approving requisitions, ... (Section 2: Functional Objectives, p.5)

   Answer: Candidates applying for jobs, managers and HR staff working requisitions, supervisors assigning training and reviewing performance appraisals, and other. There is a high degree of utilization of tablet devices at the college and many of our employees use them to complete all types of differing tasks.

33. What reporting tools does PIMA use for daily reporting requirements in the HCM functions (Section 2: Technical Requirements, p.6)
   - Application Tracking
   - Core HCM and Payroll
   - Performance Management
   - Learning

   Answer: TOAD, Banner, Business Objects Enterprise (by SAP), Tool-specific reporting engines.

34. Does Pima maintain an HR data warehouse solution for reporting and analysis? If so what technologies are employed to deliver this solution (database, ETL, reporting)? (Section 2: Technical Requirements, p.7)

   Answer: A data warehouse does not currently exist but is being investigated.

35. How many IT resources from Pima are allotted to support current cloud applications? (Section 2: Technical Requirements, p.6)

   Answer: IT resources are in high demand; the fewer in-house resources necessary for maintenance, the better.

36. Can you please provide an overview and documentation of tools provided by existing HRIS to integrate 3rd party SaaS vendors? (Section 2: Technical Requirements, p.6)

   Answer: Not at this time.

37. No. of Employee registered in the source HR System

   Answer: Regular Employees: ~1500
   Adjunct Faculty: ~1000
   Temporary: ~600
38. How are objectives/goals measured in your organization?

Answer: Through the performance appraisal / step progression processes.

39. Kindly provide an overview of the Performance Management Cycle

Answer: Annual cycle that begins with goal setting between employee and supervisor, a mid cycle review to evaluate progress / make revisions and a final review at the end of the year to assess level of completion and achievement.

40. How are the competencies linked to the Employee? Are the competency associated to a generic role (such as Manager) or to the specific role the employee is performing (such as Human Resource Manager)

Answer: We currently do not manage competencies; ideally we’d like to see job-specific competencies linked to position types and then generally employee competencies additionally linked to the employee through performance appraisals.

41. Kindly provide an overview of a general learning cycle; from budget allocation to Return of Investment (RoI).

Answer: We do not have this data readily available.

42. Do you have succession planning for your employee?

Answer: Currently we do not but options for such a program are under development.

43. What is the timeframe for the project completion?

Answer: Timeline contained in RFP.

44. Total number of Integrations with 3rd Party, and type of communication—Inbound/Outbound.

Answer:

Banner – Bi-directional
HireRight – Bi-directional
Skillsoft – Bi-directional
e-Verify (if possible)