



Administered by University of Maine System
Office of Strategic Procurement
Request for Proposal (RFP)

Talent Management Solution
RFP #16-13

Issue Date: October 15, 2015

Response Deadline Date/Time: November 19, 2015 at 2:00 p.m.

Response Submission Information:

Submitted electronically to robin.cyr@maine.edu

Email Subject Line – Talent Management Solution - RFP#2016-13

Response Contact Information:

Strategic Sourcing Manager: Robin Cyr

Email: robin.cyr@maine.edu Phone: (207) 621-3098

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SECTION 1

1.0 General Information

1.1 Definition of Parties

The University of Maine System will hereinafter be referred to as the "University." Respondents to the document shall be referred to as "Respondent(s)" or "Respondent(s)". The Respondent to whom the Agreement is awarded shall be referred to as the "Contractor." The University of Maine System and other components of the University shall be referred to as "Multi-Institution".

1.2 Purpose

The University of Maine System is seeking responses to implement a talent management solution as defined in this document. This document provides instructions for submitting responses, the procedure and criteria by which the Respondent(s) will be selected, and the contractual terms which will govern the relationship between the University and the awarded Respondent(s).

The Talent Management Solution is comprised of four parts: Compensation Management, Talent Acquisition, Performance Management, and Employee Learning Management. The University of Maine System welcomes responses from providers who can support either all or a portion of the requests herein, recognizing that specializations in any one area may be more prominent than another.

The Office of Human Resources supports seven campuses across the State of Maine; employees within the department may work at any of those campuses, however, the majority work in either the Orono or Bangor offices. The University of Maine System is moving toward a unified and strategic support model for Human Resources since January 2014. In so doing, the need for state-of-the-art technology solutions in the way of talent management are vital.

University of Maine System is in the process of obtaining consultants to develop compensation programs for salaried employees. The technology solution, therefore, must support a new program and the provider must be willing to partner with the selected consultant in the implementation of a compensation management program. An Applicant Tracking System has been in place at two of the largest campuses and the same solution was recently implemented across the remaining five campuses, as well as University Services, in August 2015; the current solution is not integrated with PeopleSoft 9.1, the HRIS platform. It should also be noted that while the University of Maine System utilizes PeopleSoft 9.1 to support its Performance Management efforts, a more robust and interactive interface is needed. Preference will be given to a solution offered with a proven turnkey integration with Peoplesoft 9.1.

Respondents should review **Section 2** of this document to see the full Scope of Services/Products required.

Though this document is primarily for University of Maine System all campuses in the University of Maine System must be afforded the use of this solution, with all the same terms and conditions applicable to the various University locations.

1.3 Eligibility to Submit Responses

1.3.1 Public entities, private for-profit companies, and non-profit companies and institutions are invited to submit a response to this document.

1.4 Evaluation Criteria

Scoring Weights: The score will be based on a 100 point scale and will measure the degree to which each response meets the following criteria.

Submission Requirements	Category	Points
Section 4 (4.1-4.3)	Organization Qualifications, Experience, Financial Stability and References	20
Section 4 (4.4)	Economic Impact Within State of Maine	5
Section 4 (4.5)	Cost Response	25
Sections 5 & 6	Business Requirements (Matrix and Narrative)	20
Section 7 (7.1 – 7.4)	Technical Requirements	20
Section 7 (7.5)	Technical Requirements – Security	Pass/Fail
Section 8	Contract for Services	10
	Total Points	100

Section 4 (4.5 Only) – Cost Response

The total cost proposed for conducting all the functions specified in this document will be assigned a score according to a mathematical formula. The lowest cost response will be awarded the total points. Responses with higher cost response values will be awarded proportionately fewer points calculated in comparison with the lowest cost response.

The scoring formula is:

$$(\text{Lowest submitted cost response} / \text{cost of response being scored}) \times (25) = \text{prorated score}$$

Best and Final Offers: All Respondents are expected to provide their best value pricing with the submission of their response. Respondents will not be given another opportunity to modify pricing once submitted.

Section 8 – Contract for Services

Responses which indicate full acceptance of the terms and conditions will receive the total points noted in the table above responses with language adjustments will have point reductions based on University risk assessment.

1.5 Timeline of Key Events

Reference Section	Event Name	Event Due Date and Time
Section 1, 1.7	Deadline for Written Inquiries/Questions	October 29, 2015
Section 1, 1.7	Response to Written Inquiries/Questions	November 5, 2015
Section 1, 1.16	Deadline for Proposal Submission	November 19, 2015
	Estimated Respondent Presentation Date (subject to change)	December 8-10, 2015
	Award Announcement (subject to change)	December 17, 2015
	Estimated Agreement Start Date (subject to change)	January 4, 2016

1.6 Respondents' Presentations

Presentations may be requested of two or more Respondents deemed by the University to be the best suited among those submitting responses on the basis of the selection criteria. After presentations have been conducted, the University may select the Respondent(s) which, in its opinion, has made the response that is the most responsive and most responsible and may award the Agreement to that/those Respondent(s).

1.7 Communication with the University

It is the responsibility of the Respondent to inquire about any requirement of this document that is not understood. Responses to inquiries, if they change or clarify the document in a substantial manner, will be forwarded by addenda to all parties that have received a copy of the document. Addenda will also be posted on our web site, www.maine.edu/strategic/upcoming_bids.php

It is the responsibility of all Respondents to check the web site before submitting a response to ensure that they have all pertinent documents. The University will not be bound by oral responses to inquiries or written responses other than addenda.

Inquiries must be made using the **Response Contact Information** provided on the cover sheet of this document.

Refer to table in **Section 1, 1.5 Timeline of Key Events** for deadline requirements.

1.8 Award

While the University prefers a single solution that is scalable to meet the needs of both large and small institutions, it reserves the right to award Agreement(s) to one or multiple Respondents, which may include awards to Respondents for a geographical area, if such award is in the best interest of the University.

The University reserves the right to waive minor irregularities, which may include contacting the Respondent to resolve the irregularity. Scholarships, donations, or gifts to the University, will not be considered in the evaluation of responses. The University reserves the right to reject any or all responses, in whole or in part, and is not necessarily bound to accept the lowest cost response if that response is contrary to the best interests of the University. The University may cancel this request or reject any or all responses in whole or in part. Should the University determine in its sole discretion that only one Respondent is fully qualified, or that one Respondent is clearly more qualified than any other under consideration, a Agreement may be awarded to that Respondent without further action.

1.9 Award Protest

Respondents may appeal the award decision by submitting a written protest to the University of Maine System's Chief Procurement Officer within five (5) business days of the date of the award notice, with a copy of the protest to the successful Respondent. The protest must contain a statement of the basis for the challenge.

1.10 Confidentiality

The information contained in responses submitted for the University's consideration will be held in confidence until all evaluations are concluded and a Respondent selected (the successful Respondent). At that time the University will issue an award notice letters to all participating Respondents and the successful Respondent's response may be made available to participating Respondents upon request. After the protest period has passed and the Agreement is fully executed, the winning response will be available for public inspection. Pricing and other information that is an integral part of the offer cannot be considered confidential after an award has been made. The University will honor requests for confidentiality for information of a proprietary nature to the extent allowed by law. Clearly mark any information considered confidential.

The University must adhere to the provisions of the Maine Freedom of Access Act (FOAA), 1 MRSA §401 et seq. As a condition of accepting an Agreement under this section, a contractor must accept that, to the extent required by the Maine FOAA, responses to this solicitation, and any ensuing contractual documents, are considered public records and therefore are subject to freedom of access requests.

1.11 Costs of Preparation

Respondent assumes all costs of preparation of the response and any presentations necessary to the response process.

1.12 Debarment

Submission of a signed response in response to this solicitation is certification that your firm (or any subcontractor) is not currently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Submission is also agreement that the University will be notified of any change in this status.

1.13 Response Understanding

By submitting a response, the Respondent agrees and assures that the specifications are adequate, and the Respondent accepts the terms and conditions herein. Any exceptions should be noted in your response.

1.14 Response Validity

Unless specified otherwise, all responses shall be valid for ninety (90) days from the due date of the response.

1.15 Non-Responsive Submissions

The University will not consider non-responsive submissions, i.e., those with material deficiencies, omissions, errors or inconsistencies or otherwise do not follow instructions. The University in its sole discretion will determine what is Non-Responsive.

1.16 Response Submission

A **SIGNED** virus-free electronic copy must be submitted as follows:

- The response must be received electronically to the E-Mail shown in the **Response Submission Information** section of the cover page of this document.
- Electronic submission must be received by the required **Response Deadline Date/Time** reflected on the cover page of this document.

1.17 Authorization

Any Agreement for services that will, or may, result in the expenditure by the University of \$50,000 or more must be approved in writing by the Office of Strategic Procurement, Chief Procurement Officer and it is not approved, valid or effective until such written approval is granted.

1.18 Multi-Institutional

The University of Maine System, Office of Strategic Procurement reserves the right to authorize other University Institutions to use the Agreement(s) resulting from this document, if it is deemed to be beneficial for the University to do so.

1.19 Contractor's Liability Insurance

Contractor's Liability Insurance: During the term of this agreement, the Contractor shall maintain the following insurance:

#	Insurance Type	Coverage Limit
1	Commercial General Liability, including Product's and Completed Operations (Written on an Occurrence-based form) (Bodily Injury and Property Damage)	\$1,000,000 per occurrence or more

2	Vehicle Liability (Including Hired & Non-Owned) (Bodily Injury and Property Damage)	\$1,000,000 per occurrence or more
3	Workers Compensation (In Compliance with Maine and Federal Law)	Required for all personnel
3	Professional Liability Insurance (Agents, Consultants, Brokers, Lawyers, Financial, Engineers, or Medical Services)	\$1,000,000 per occurrence or more
4	Marine General Liability (Any maritime or marine services)	\$1,000,000 per occurrence or more

Coverage limit requirements can be met with a single underlying insurance policy or through the combination of an underlying insurance policy plus an Umbrella insurance policy.

The University of Maine System shall be named as Additional Insured on the Commercial General Liability insurance.

Certificates of Insurance for all of the above insurance shall be filed with:

**University of Maine System
Risk Manager
Robinson Hall
46 University Drive
Augusta, Maine 04330**

Certificates shall be filed prior to the date of performance under this Agreement. Said certificates, in addition to proof of coverage, shall contain the standard statement pertaining to written notification in the event of cancellation, with a thirty (30) day notification period.

The University reserves the right to change the insurance requirement or to approve alternative insurances or limits, at the University's discretion.

1.20 Pricing:

All prices quoted shall remain firm for the entire term of the agreement.

1.21 Cost Response Form Quantities

The quantities shown on the cost response form are approximate only. The Contractor shall cover the actual needs of the University throughout the term of the Agreement regardless of whether they are more or less than the quantities shown.

1.22 Agreement Documents

The Agreement entered into by the parties shall consist of the University of Maine System Contract for Services (attached to this document), the RFP, the selected Respondent's submission, including all appendices or attachments and clarifications, the specifications including all modifications thereof, and a Purchase Order or Letter of Agreement requiring signatures of the University and the Contractor, all of which shall be referred to collectively as the Agreement Documents.

In the event of a conflict of terms the follow precedence will apply:

1. University of Maine System Contract for Services
2. The University's RFP
3. Respondent's Submission
4. Contract Amendments (as required)
5. Purchase Order or Letter of Agreement

The winning Respondent must enter into a formal University of Maine System Contract for Services, which is attached to this response, **University of Maine System, Contract for Services**. Respondent's submission requirements for the Contract for Services are provided in **Section 8.0** of this document.

1.23 Employees

The Contractor shall employ only competent and satisfactory personnel and shall provide a sufficient number of employees to perform the required services efficiently and in a manner satisfactory to the University. If the Agreement Administrator or designee, notifies the Contractor in writing that any person employed on this Agreement is incompetent, disorderly, or otherwise unsatisfactory, such person shall not again be employed in the execution of this Agreement without the prior written consent of the Agreement Administrator.

1.24 Environment Compliance

In the event that the resulting Agreement involves the generation, transportation, handling, disposal, and/or other operations or activities in relation to toxic, hazardous, radioactive, or otherwise dangerous gases, vapors, fumes, acids, alkali's, chemicals, wastes or contaminants and/or other substance, material or condition, the Contractor agrees to indemnify save harmless and defend the University from and against all liabilities, claims, damages, forfeitures, suits, and the costs and expenses incident thereto (including costs of defense, settlement and reasonable attorney's

fees) which the University may hereafter incur as a result of death or bodily injuries or damage to any property, contamination of or adverse effects of the environment or any violation of state or federal regulations or laws (including without limitation the Resources Conservation and Recovery Act, the Hazardous Material Transportation Act or the Superfund Amendment and Reauthorization Act, as the same now exists or may hereafter be amended) or order based on or arising in whole or in part from the Contractor's performance under the Agreement, provided, however the Contractor shall not indemnify the University for any liabilities, claims, damages, (as set forth above) caused by or arising out of the sole negligence of the University, or arising out of any are of responsibility not attributable to Contractor.

SECTION 2

2.0 Scope of Work

The **Compensation Management Solution** must support the following:

- Manage third party compensation surveys and build market rates-(Manage/store third party compensation surveys, build market models based on assumptions)
- Design, model, and manage salary structures
- Build and maintain job descriptions-(Centralize database to create, store, and edit job descriptions and share within the organization.)
- Reporting and analyticity capabilities-(Provide graphic reporting to assist communications and nontechnical users.)
- Align jobs across the university
- Centralize market surveys and pricing-(Ability to store survey matches and job codes with survey/salary match)
- What-if modeling-(generate complex wage grade modeling, statistical analysis, find hidden complexities within data, impact analyses between different models.)

The **Talent Acquisition Solution** must support the following:

- Integrated Applicant Tracking System to support the recruiting needs across seven campuses, as well as University Services, that provides:
 - A mobile-ready career portal with a campus-specific brand, multiple search features (job, location, campus, full-time/part-time/exempt/hourly)
 - Social networking tools to aid in recruiting
 - Automation of background check requests
 - Automation of hiring process of faculty, staff, executive, union employees and accommodates the unique requirements of internal and external posting, multiple access levels, automatic notifications, flexible workflow modeling from job creation to hiring, and automatic posting to job boards
 - Automated reporting to ensure EEO and OFCCP compliance, as well as reports to monitor and measure recruitment efforts.
 - Onboarding solution with workflow modeling to manage internal tasks and must integrate with PeopleSoft 9.1; integrates I-9.
 - Single Sign On feature for University of Maine System employees

- Talent forecasting through predictive analytics tied to the talent management solution
 - Ability to utilize the data available in the talent management system to inform “best fit” candidate recruiting
 - Provide data analytics functionality to determine future needs, as well as past performance (how talent was obtained, salaries paid, etc.)
 - Real time and future reporting/modeling.
- Integration with Compensation Management solution
 - Provide forecasting of salary demands in future based on market trends and internal recruiting metrics for budgeting purposes

The **Performance Management Solution** must provide flexible solutions for performance review models, 360 reviews, individual development plans, as well as succession planning and skill gap assessment features, and includes:

- Multiple performance review models to support a number of different work groups with the flexibility to modify models to work toward a unified design
- Ability to custom-design review(s) with workflows that support self-assessment to manager assessment, second-level assessment to completion
- Auto-fill goals and other relevant information from one year to the next
- 360 development-focused module for select group of employees that is customizable.
 - Includes self-assessment with 5 – 10 other ratings, auto-aggregation of feedback, quantitative and qualitative input with a workflow that allows for strategic reviews by employee and second-level manager.
- Individual Development Plans and Employee Profile page that is employee-maintained and auto-fed with pieces from the Individual Development Plan, and the Performance Management System.
- Organizational Chart and Succession Planning features must be linked to the HRIS to reflect changes in employment. This features must provide:
 - Ability to create an organization chart format for any level or role(s) within a structure
 - Name currently-in-place potential successors, external successors, and estimate timeline to readiness
 - Link to individual’s active IDP upon selection
 - Role-based security feature to ensure appropriate access
- Robust and simple-to-use reporting to check completion rates, with communication features to facilitate auto reminders (pre and post review date)

- Integration with PeopleSoft 9.1 to ensure accuracy of data relative to employees, managers, second-level managers, etc., as well as integration with a compensation management system with Single Sign On feature for employees accessing reviews
- Dashboard features that include not only the status of reviews in process, but from an individual view, demonstrates gaps between employee self-assessment and manager assessment. Additional views provide aggregate level by population group (direct reports, peers, manager, and customer).
- Mid-year monitoring of aspects related to performance, career goals, relational dynamics between employee and manager, as well as mid-year stack-ranking processes.
- Flexibility in processing of reviews so that Human Resources can monitor and review documents in advance
- Easy-to-use features such as spell check and copy/paste from Word/Google doc into the reviews and other forms

The **Learning Management Solution** is needed in order to fulfill the University of Maine System's objectives in creating an interesting, engagement, and business-relevant content base, to link content and actions within a time-dated curriculum, and to measure the results of application, engagement/completion results by employee. The solution must provide:

- Compliance related courses to include sexual harassment, FERPA, Information Security, and Title IX that are up-to-date with regulatory requirements that can be accessed from one location using Single Sign On
- Feature to import courses and build new courses
- Reporting, auto-communications, curriculum building, and completion tracking features to support monitoring and compliance
- Skill Gap Assessment to provide large-scale, regular analysis of employee skills relative to current University and Department needs and future needs, which captures by job:
 - Core Knowledge, Skills, and Abilities (KSAs)
- Interface with PeopleSoft 9.1 to ensure employee profile data is updated with the status of required coursework
- Ability to deliver, manage and support multi-media.

SECTION 3

3.0 Response Submission Requirements

This section contains instructions for Respondents to use in preparing their responses. The Respondent's response must follow the outline used below, including the numbering of section and sub-section headings as they appear here. Failure to use the outline specified in this section or to respond to all questions and instructions throughout this document may result in the response being disqualified as non-responsive or receiving a reduced score. The University and its evaluation team for this document have sole discretion to determine whether a variance from the document specifications should result in either disqualification or reduction in scoring of a response. Re-phrasing of the content provided in this document will, at best, be considered minimally responsive. The University seeks detailed yet succinct responses that demonstrate the Respondent's experience and ability to perform the requirements specified throughout this document.

Responses to each requirement below should be in order and clearly marked with the section number to which they respond.

3.1 General Format Instructions

- 3.1.1 **PAPER SUBMISSIONS** - Responses are to be prepared on standard 8-1/2" x 11" paper. Foldouts containing charts, spreadsheets, and oversize exhibits are permissible. The pages should be organized with tabs separating the sections of the response. Manuals and other reference documentation may be bound separately.

For clarity, the Respondent's name should appear on every page, including Attachments. Each Attachment must reference the section or subsection number to which it corresponds.

- 3.1.2 **ELECTRONIC SUBMISSIONS** - Documents submitted as part of the electronic response are to be prepared on standard electronic formats of 8-1/2" x 11" and of PDF file type. Submissions requiring additional supporting information, such as, foldouts containing charts, spreadsheets, and oversize exhibits are permissible and be submitted as Appendices, clearly numbered and referencing the Section in which they provide supporting information.

For clarity, the Respondent's name should appear on every document page, including Appendices. Each Appendix must reference the section or subsection number to which it corresponds.

- 3.1.3 **RESPONSE COVER PAGE** - Respondents must complete and submit the response cover page provided in **Appendix A** of this document and provide it with the Respondent's response. The cover page must be the first page of the response. It is important that the cover page show the specific information requested, including Respondent address(es) and other details listed. The response cover page shall be dated and signed by a person authorized to enter into Agreements on behalf of the Respondent.

- 3.1.4 **RESPONDENTS RESPONSIBILITY** - It is the responsibility of the Respondent to provide all information requested in the document package at the time of submission. Failure to provide information requested in this document may, at the discretion of the University's evaluation review team, result in a lower rating for the incomplete sections and may result in the response being disqualified for consideration. Include any forms provided in the application package or reproduce those forms as closely as possible. All information should be presented in the same order and format as described in this document.
- 3.1.5 **BRIEF RESPONSE** - Respondents are asked to be brief and to respond to each question listed in the "**Requirements Sections**" of this document. Number each response in the response to correspond to the relevant question in this document.
- 3.1.6 **ADDITIONAL ATTACHMENTS PROHIBITED** - The Respondent may not provide additional attachments beyond those specified in the document for the purpose of extending their response. Any material exceeding the response limit will not be considered in rating the response and will not be returned. Respondents shall not include brochures or other promotional material with their response. Additional materials will not be considered part of the response and will not be evaluated.

3.2 Proposal Format Instructions

The response shall be submitted under the same cover at the same time, in the seven (7) distinct sections noted below:

Requirements - Organization Qualifications and Experience

1. Label this Section 1 in the response.
2. Appendix A – University of Maine System Response Cover Page and table of contents.
3. Provide responses for each requirement for **RFP Section 4**:
 - a. 4.1 Organizational Qualifications and Experience
 - b. 4.2 Financial Stability
 - c. 4.3 References
 - d. 4.4 Economic Impact within the State of Maine

Requirements - Cost Response

1. Label this Section 2 in the response.
2. Provide responses for each requirement in **RFP Section 4**:
 - 4.5 Cost Response – Exhibit 1 referenced in Appendix B.

Requirements – Business Functional

1. Label this Section 3 in the response.
2. Provide responses for each requirement in **RFP Section 5 & 6**:
 - 5.0 Business Functional Requirements (Matrix)
 - 6.0 Business Functional Requirements (Narrative)

Requirements – Technical

1. Label this Section 4 in the response.
2. Provide responses for each requirement in **RFP Section 7**:
 - 7.0 Technical Requirements

Contract for Services

1. Label this Section 5 in the response.
2. Provide copy of the University of Maine, Contract for Services with the required responses as outlined in **RFP Section 8**.

Confidential Information

1. Label this Section 6 in the response.
2. Provide the documents as outlined in **RFP Section 9**.

Attachments

1. Label this Section 7 in this response.
2. Any remaining attachments required as part of the response.

SECTION 4 - REQUIREMENTS

4.0 Organizational Qualifications, Experience, Financial Stability, References & Costs

Respondents shall ensure that all information required herein is submitted with the response. All information provided should be verifiable by documentation requested by the University. Failure to provide all information, inaccuracy or misstatement may be sufficient cause for rejection of the response or rescission of an award. Respondents are encouraged to provide any additional information describing operational abilities.

Responses to each requirement below should be in order and clearly marked with the section number to which they respond.

4.1 Organizational Qualifications and Experience

- 4.1.1 Provide a statement describing your company to include name, number of employees, locations, number of years in business, number of years offering/supporting the proposed solution, and any and all acquisitions or mergers in the last five years. Is the company publicly or privately held?
- 4.1.2 If subcontractors are to be used, provide a list that specifies the name, address, phone number, contact person, and a brief description of the subcontractors' organizational capacity and qualifications.
- 4.1.3 Please provide information about contract cancellations or non-renewals your company has experienced over the last three years.
- 4.1.4 Describe your experience offering a solution for the business requirements identified in this document within higher education. Provide a client list that includes any and all higher education clients.
- 4.1.5 Provide a statement that explains why your company would be most qualified to provide products and services to the University of Maine System. What differentiates you from your competitors? In the response the Respondent must demonstrate that they are a recognized leader in the services and/or products covered in this document.
- 4.1.6 Describe your firm's understanding of the current higher education needs for providing the products / services described in **Section 2** of this document. Include in your response what challenges do higher education organizations face in this area how would your solution support our goals?
- 4.1.7 The Respondent shall provide résumés for each staff member responsible for design, implementation, project management, or other positions identified in the requirements of this document. Résumés shall include education, experience, license, and/or certifications of each individual.

4.2 Financial Stability

No financial statements are required to be submitted with your responses, however, prior to an award the University may request audited financial statements from your company, credit reports and letters from your bank and suppliers.

4.3 References

Provide at least three (3) current professional references who may be contacted for verification of the Respondent's professional qualifications to meet the requirements set forth herein. We will request that the references include one long-standing customer (minimum of 3 year engagement) and one new customer (one who has been engaged with Respondent for less than one year). We strongly prefer clients from higher education institutions similar in size and requirements to the University of Maine System, including those with multi-campus integrated solutions.

4.4 Economic Impact within the State of Maine

In addition to all other information requested within this document, each Respondent must dedicate a section of its response to describing the Respondent's economic impact upon and within the State of Maine.

For the purposes of this document, the term "economic impact" shall be defined as any activity that is directly performed by or related to the Respondent and has a direct and positive impact on the Maine economy and public revenues within the State of Maine. Examples may include, but are not limited to, employment of Maine residents, subcontracting/partnering with Maine businesses, payment of State and Local taxes (such as corporate, sales, or property taxes), and the payment of State licensing fees for the Respondent's business operations.

To complete the "Economic Impact" section of the Respondent's response, the Respondent shall include no more than one page of typed text, describing the Respondent's current, recent, or projected economic impact with the State of Maine, as defined above. The Respondent may include all details and information that it finds to be most relevant for this section.

4.5 Cost Response

4.5.1 General Instructions:

4.5.1.1 The Respondent must submit a cost response that covers the entire period of the Agreement, including any optional renewal periods.

4.5.1.2 The cost response shall include the costs necessary for the Respondent to fully comply with the Agreement terms and conditions and requirements.

4.5.1.3 Failure to provide the requested information and to follow the required cost response format provided in Appendix B may result in the exclusion of the Response from consideration, at the discretion of the University.

4.5.1.4 No costs related to the preparation of the Response for this document or to the negotiation of the Agreement with the

University may be included in the Response. Only costs to be incurred after the Agreement effective date that are specifically related to the implementation or operation of contracted services may be included.

4.5.2 Cost Response Form Instructions – Appendix B

4.5.2.1 The Respondent **MUST** fill out **Exhibit 1** referenced in **Appendix B**, following the instructions detailed in Appendix B. For a copy of the excel version of Exhibit 1, email the contact provided in **Section 1.6**.

SECTION 5 - REQUIREMENTS

5.0 Business Functional Requirements (Matrix Section)

The Respondent **MUST** provide an answer to each of the requirements listed in **Exhibit 2**.

- A 'Yes' answer indicates the Respondent will meet the stated business requirement.
- A 'No' answer indicates the Respondent can NOT meet the stated business requirement,
- A 'Partial' answer indicates the Respondent can 'Partially' meet the stated business requirement. Where a 'Partial' answer is provided the Respondent should provide a brief explanation in the column provided.

SECTION 6 - REQUIREMENTS

6.0 Business Functional Requirements (Narrative Section)

All responses to the requirements should reflect delivered, or out-of-the-box, functionality. Respondents **MUST** indicate if system modification, additional products or Respondents, costs or if any other accommodation would be necessary to meet a requirement.

6.1 Implementation Requirements

- 6.1.1 Describe your recommended implementation strategy, best practice consulting options, and professional services. The University of Maine System requires the review of consultant's credentials/experience and reserves the right to request replacement if he/she fails to meet expectations at any time.
- 6.1.2 Describe your project management approach. What project management tools do you use? Describe the project management offered as part of a standard implementation.
- 6.1.3 Indicate your timeline from implementation start to "go live" date. Provide task lists and timelines for a standard implementation.
- 6.1.4 Outline the staffing and composition of the implementation team. Include University staff and roles, Respondent staff and roles, and proposed hours required for successful implementation.
- 6.1.5 Implementation roles and responsibilities - Please elaborate on the project team required and time commitment to implement your software including functional and technical resources within the University. A sample project plan would be helpful.
- 6.1.6 Identify any third party Respondents involved in your implementation strategy and describe these relationships. Indicate whether these relationships are required or optional for implementation of the proposed solution. Be sure to detail associated costs and requirements related to the third party Respondent.

6.2 Training Requirements

- 6.2.1 Describe the training options available in support of this product and implementation. Include training for functional and technical users.
- 6.2.2 Describe the training methods available such as on-site, online instructor led, online self-help, documentation, etc.
- 6.2.3 Describe your training best practices and what you would recommend for a successful implementation of this product.

6.3 Support Requirements

- 6.3.1 Is there a customer portal available for clients to report issues and obtain information via a knowledge base? What is the process for reporting issues and seeking assistance? What are your turn-around times?
- 6.3.2 Do you support user groups or advisory boards for the proposed solution? Do they operate independently from your company? Are they national or regional? How large is the user community? Please explain.
- 6.3.3 What services or events do you offer clients to maximize or leverage the features/functionality of the solution?
- 6.3.4 Describe how you manage on-going contact with your clients. Would the University of Maine System be assigned an account manager? What expertise would that person have to support our needs?
- 6.3.5 Please provide a detailed account of your actions should you miss a Service Level Agreement (SLA) requirement. Include a description of the actions you would take to assure the lapse did not occur again. Would the University of Maine System be eligible for subscription fee credits as a result of the lapse?

SECTION 7 - REQUIREMENTS

7.0 Technical Requirements

All responses to the requirements should reflect delivered, or out-of-the-box, functionality. Respondents **MUST** indicate if system modification, additional products or Respondents, costs or if any other accommodation would be necessary to meet a requirement.

Responses to each requirement below should be in order and clearly marked with the section number to which they respond.

7.1 Technical Requirements – General

- 7.1.1 What are the underlying technologies for the component(s) provided by third-party technology partner(s)?
- 7.1.2 What security protections are provided by the third party? Can they show evidence that they have been audited, accredited, or reviewed by an independent auditor?
- 7.1.3 Provide the third-party technology partner(s) name(s), address(es) and contact(s), as well as explain additional costs or fees associated with the components.
- 7.1.4 Provide a description of your change management practice for all hardware and software components. In particular, how are we notified and are updates and upgrades opt-in or mandatory?
- 7.1.5 Provide a description of your business continuity management practice. Is the software deployed in multiple sites (data centers), how often is data synchronized between the data centers and how long of an outage would there be if we had to switch to another site?
- 7.1.6 Include a description of the provisions available for data storage. In the description please clarify the data ownership rights and responsibilities of the parties and provisions for the University obtaining the data if required?

7.2 Technical Requirements – Data

- 7.2.1 Does your company provide full data hygiene, including comparing several data sources, removal of duplicate records, formatting, programming and providing follow-up response data in formats approved by our institution for importing into our systems?
- 7.2.2 We require policies and procedures which insure the integrity of University of Maine System data in case of system failure. Explain your backup and disaster recovery policies.
- 7.2.3 Does your solution have the ability to schedule import/exports?

7.3 Technical Requirements – Interface Data Exchange

- 7.3.1 Include a statement that the solution proposed will comply with the high-level Interface Data Exchange Requirements, outlined in **Appendix C** –

Interface Data Exchange Requirements contained within this document. The statement will include language that indicates there is an understanding that the Interface Data Exchange may require additional requirement definition and that the solution proposed considers this task and the resulting work in scope.

- 7.3.2 Detail what security protections for the Interface Data Exchange are afforded by the solution proposed?
- 7.3.3 Does your solution support needs for sharing and linking data with other applications and databases?
- 7.3.4 Does your solution allow easy integration with other applications including desktop tools (i.e. Microsoft Office Professional Suite (Word, Excel, PowerPoint, Access Data set)?
- 7.3.5 Does your system provide for auto/mass load of new records (including ID records), matching on IDs where necessary (non-ID records) to obtain data from external sources? Users MUST be able to perform the load, preview it online, and set additional rules before committing it to the database. It is preferable that a wizard or other user aid be available for this purpose. Some "uploads" may be updating existing records.

7.4 Technical Requirements – Accessibility

- 7.4.1 The University is required to procuring Information Technology products and services, such as software, hardware, web services, etc., that provide substantially equivalent access to persons with disabilities. The University relies on the accessibility guidelines of “Section 508 of the United States Rehabilitation Act of 1973” and the “Web Content Accessibility Guidelines (WCAG) 2.0” published by www.w3.org to assess accessibility of the bid for products/services.

If the solution includes any end-user-facing human interface, such as an end-user device software component, web pages or site, video or audio playback, file upload system, mobile device components, etc., Respondents will submit as part of their bid either, or both, of the following assessments covering all Information Technology-related products, services or components that users, managers, installers, system administrators, etc., are expected to interact with:

- 1) Current and accurate "Voluntary Product Accessibility Template", or VPAT, (see <http://www.itic.org/public-policy/accessibility>), to document products and/or services' conformance and deviations from Section 508 of the Rehabilitation Act of 1973.
- 2) Detailed description of the accessibility features in the bid products and/or services that shows and explains compliance with and deviations from the guidelines of the "Web Content Accessibility Guidelines (WCAG) 2.0" published by www.w3.org.

7.5 Technical Requirements – Security

- 7.5.1 Describe how University data will be protected from unauthorized access or disclosure within your organization.
 - 7.5.1.1 What type of encryption (if any) is used for both transmission and storage?
 - 7.5.1.2 What measures are used to segregate University data from other clients' data?
 - 7.5.1.3 Describe the architecture including any external data feeds or outputs.
 - 7.5.1.4 Provide a statement that clearly lays out your position regarding the sharing of our data with any outside agency.

- 7.5.2 Explain the methods by which your system authenticates users and authorizes access.
 - 7.5.2.1 Describe how user accounts are created and administered in the system.
 - 7.5.2.2 How does this system provide for different levels of role-based security?
 - 7.5.2.3 Do you plan to offer a solution to integrate with our Identity Management System? If so, describe how you deliver this solution.
 - 7.5.2.4 If your solution is not web-based, how will users securely access the system remotely?
 - 7.5.2.5 Describe the logging capabilities of the system (auditing from within the applications as well as outside the application).

- 7.5.3 Describe what you have in place to ensure that our data is protected against loss.
 - 7.5.3.1 What is your backup policy to include how often your data is backed up, how long backups are retained, and whether backups are stored off site?
 - 7.5.3.2 How do you assure business continuity in the face of a catastrophic event like a network outage or data center failure? Comment on what we could expect by way of service disruptions and the speed of recovery.

- 7.5.4 Describe measures that do take to ensure your software is secure.
 - 7.5.4.1 Is there a framework or methodology for testing software?
 - 7.5.4.2 Describe your code review process to include whether the code reviews are external, when last performed, and whether we can see the results.
 - 7.5.4.3 If a web application, what protections do you employ against the most critical web security flaws including: SQL injection, XSS, Broken authentication and session management?

- 7.5.5 Describe your information security policy and practices.
 - 7.5.5.1 What measures including training, processes, and/or background checks do you take to ensure employees will safeguard data?

- 7.5.6 Can you show evidence that you have been audited, accredited or reviewed by an independent auditor, e.g. SSAE-16? If so, please include the documentation as part of your submission.
- 7.5.7 What third-party technology partners will be used and what security protections are provided by the partners? Include any evidence that they have been audited, accredited, or reviewed by an independent auditor?
- 7.5.8 Include a statement that notes your acceptance to the conditions stated in **University of Maine System, Contract for Services, Rider C. Standards for Safeguarding Information**, as part of the agreement.

SECTION 8

8.0 Contract for Services Requirements

- 8.1 The winning Respondent must enter into a formal University of Maine System Contract for Services, which is attached to this response, **University of Maine System, Contract for Services**.

The Respondent is encouraged to accept the format and terms and conditions as part of their submission. Any Respondent that requires adjustments to the terms and conditions other than what is part of the Respondent's submission (Riders A, A1, B1, B2, D, and F), will be required to provide the response as outlined in Section 8, 8.1.1.

Otherwise the Respondent must sign the Agreement signifying acceptance of the terms and conditions, Riders, the RFP and the Respondent's response, including all appendices or attachments, are incorporated in the final Agreement.

Responses which indicate full acceptance of the terms and conditions will receive the total points noted in the table above responses with language adjustments will have point reductions based on University risk assessment.

- 8.1.1 Provide a **red-line version** to reflect language adjustments to the University of Maine System, Contract for Services, "Agreement".

For a copy of the word version of the Agreement email the contact provided in **Section 1.16**.

- 8.1.2 Provide University of Maine System, Contract for Services, language for **Rider D Implementation Plan and Timeline**.

The Implementation Plan and Timeline must reflect a high-level milestone plan with estimated duration for the implementation.

- 8.1.3 Provide University of Maine System, Contract for Services language for **Rider G Contractor's Service Level Agreement to Support the University**.

Service Level Agreement (SLA) will include at a minimum a description of the agreement between the Contractor and the University through the documentation of Services, including but not limited to, Service Level Targets and specifies the responsibilities of the Service Provider and the University. The general structure of the agreement should include:

Service Description, Service Hours, Service Availability, Reliability, Customer Support, Service Performance, Functionality, Change Management Procedure, Service Reviews, Glossary of Terms, Amendment Sheet (as applicable).

SECTION 9

9.0 Confidential Information

- 9.1 Certificate of Insurance – Provide on a standard Acord form (or the equivalent) evidencing the Respondent’s general liability, professional liability and any other relevant liability insurance policies that might be associated with this contract. See 1.18

- 9.2 IRS Form W-9, or Form W-8 if you are a foreign entity.

SECTION 10

10.0 List of Appendices and Related Documents

This section lists documents which are included.

10.1 Appendix A – University of Maine System Response Cover Page

10.2 Appendix B – Cost Response Form

10.3 Exhibit 1 – Pricing

10.4 Exhibit 2 – BusinessRequirements-EvaluationMatrix.xls

10.5 University of Maine System, Contract for Services

Appendix A – University of Maine System Response Cover Page

**RFP # 2016-13
Talent Management Solution**

Organization Name:	
Chief Executive – Name/Title:	
Telephone:	
Fax:	
Email:	
Headquarters Street Address:	
Headquarters City/State/Zip:	
Lead Point of Contact for Quote – Name/Title:	
Telephone:	
Fax:	
Email:	
Street Address:	
City/State/Zip:	

- This quote and the pricing structure contained herein will remain firm for a period of 90 days from the date and time of the quote deadline date.
- No personnel currently employed by the University or any other University agency participated, either directly or indirectly, in any activities relating to the preparation of the Respondent’s response.
- No attempt has been made or will be made by the Respondent to induce any other person or firm to submit or not to submit a quote.
- The undersigned is authorized to enter into contractual obligations on behalf of the above-named organization.

To the best of my knowledge all information provided in the enclosed quote, both programmatic and financial, is complete and accurate at the time of submission.

Authorized Signature

Date

Name and Title (Typed)

Appendix B - Cost Response Form

University of Maine System
COST RESPONSE FORM

RFP # 2016-13
Talent Management Solution

Respondent's Organization Name:

GENERAL INSTRUCTIONS:

Identify all costs by year, to be charged for performing the services necessary to accomplish the objectives of the Agreement.

Note regarding total cost of ownership: This “cost” will encompass the entire solution pricing along with all services and necessary customizations. If there are additional components or modules that are not included in the offering, they must be identified and itemized as “optional” and include all software, maintenance/support, hosting services, professional services, integration, and customization costs, as applicable. All items identified in the response (including third party items required) will be considered free add-ons to the proposed solution at the prices included in this response unless expressly stated otherwise.

Indicate all options available for licensing including (if applicable) named licenses, concurrent users, unlimited, etc. Make note of any multi-campus or other discounts as appropriate.

The Respondent is to submit a fully detailed budget, to include number of estimated hours and their associated hourly rate which shall be inclusive of staff costs, administrative costs, travel costs, and any other expenses necessary to accomplish the tasks and to produce the deliverables under the Agreement.

This budget should include pricing for any customization, change request pricing, licensing and maintenance agreement pricing, and growth and enhancement pricing.

*****Respondents' are encouraged to provide additional price incentives for providing an enterprise solution or award of multiple institutions.***

*****Pricing will be guaranteed by the vendor for the term of the Agreement.***

IMPORTANT – Please do NOT change any formatting on the response sheet in any manner (such as merged cells). You can add rows required to insert additional information. If a particular cost table is not required as part of your response simply leave it blank.

INSTRUCTIONS FOR – Exhibit 1 (Table 1) - Licensing and Maintenance Agreement Pricing and/or Data Maintenance / Subscription Pricing

The University needs to understand the associated lifecycle costs for your proposed system or service. For solution responses that leverage the University's existing hardware and software investments, the Respondent must provide which licenses and maintenance agreements the University needs to maintain. For solution responses that do not leverage the University's existing hardware and software investments, the Respondent must provide what additional equipment, licenses, and maintenance agreements we would need to purchase.

IMPORTANT - Respondents' are required to provide separate costs for each institution.

Respondent's Organization Name – Provide the Respondent's Organization Name.

University Name – Institution name pertaining to the costs related to the solution.

Item Description - Provide a brief description of each item the University will need purchase or maintain in order to use your proposed system or service both during and after the period of performance period listed in this document.

Initial Cost – Provide any initial 'one-time' costs associated with the solution; i.e. original one-time license fee, training, implementation, etc.

Cost (Year 1 – 3) - All licensing and maintenance agreement pricing should include rates during the Agreement period, and anticipated future rates.

Extended Cost - Total for each line item including initial cost and all Year 1-3 costs.

Subtotal – Subtotal of the Extended Cost figures.

Less Discount – Discount offered off the Subtotal figure.

Total – Subtotal less Discount.

Exhibit 1 (Table 1) – Respondents will use this attachment to record all costs associated with this section. For a copy of the excel version of Exhibit 1, email the contact provided in **Section 1.16**.

Respondent's Name:		Licensing Maintenance Schedule				
#	Item Description	Initial Cost	Year 1 Cost	Year 2 Cost	Year 3 Cost	Extended Cost
	University Name:					
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
	Subtotal					
	Less Discount					
	Total					
	Include additional explanation of costs and list assumptions that could influence the cost of licensing and maintenance pricing.					
	List explanations and assumptions here:					
	-					
	-					
	-					

INSTRUCTIONS FOR - Exhibit 1 (Table 2) - Professional Services Rate Schedule

If you charge by the hour for professional services, provide a rate schedule, or range of hourly rates we could expect. Specify whether or not those rates include travel.

Respondent’s Organization Name – Provide the Respondent’s Organization Name.

Role/Position Title if Individual - List role/position title of each role/position title from your organization that would be responsible for work on the project.

Hourly Rate - Is the hourly dollar amount that may be invoiced by role/position title.

Exhibit 1 (Table 2) – Respondents will use this attachment to record all costs associated with this section. For a copy of the excel version of Exhibit 1, email the contact provided in **Section 1.16**.

Respondent's Name:		
#	Role of Individual/Position Title	Hourly Rate
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
	Include additional explanation of costs and list assumptions that could influence the cost of change request pricing.	
	List explanations and assumptions here;	
	-	
	-	

INSTRUCTIONS FOR - Exhibit 1 (Table 3) - Pricing for Custom Features Deliverables

Provide rate schedule for the high-level deliverables defined RFP Section 2.0 Scope of Work.

Costs for subcontractors are to be broken out separately.

Respondent's Organization Name – Provide the Respondent's Organization Name.

University Name – Institution name pertaining to the costs related to the solution.

Deliverable Name - Provide a brief name for the deliverable.

Role/Position Title (Exhibit 1 Table 3) - List each role/position title from your organization that would be responsible for contributing to completion of the deliverable. Bidder will replace verbiage 'Position Title 1', etc. with the appropriate actual role/position title in **Exhibit 1 (Table 2)**.

Hours – Note the total hours that will be required to provide the contribution necessary to complete the deliverable for each role/position title.

Hourly Rate - The hourly dollar amount that may be invoiced by role/position title.

Cost Estimate – Calculation of the (Hours x Hourly Rate = Cost Estimate)

Sub-Total – Provide a sub-total for each deliverable.

Total – Total cost for all deliverables to complete the work for the specified University campus. Your list of deliverables should trace back to the objectives and requirements listed in this document. Where a requirement is addressed by your product or service without customization, indicate that under the Explanation and reference the Licensing and Maintenance schedule above.

Total compensation for services rendered and deliverables shall include any hourly billing rate and all expected related expenses, both actual and administrative.

Less Discount – Discount offered off the Subtotal figure.

Grand Total – Subtotal less Discount.

Exhibit 1 (Table 3) – Respondents will use this attachment to record all costs associated with this section. For a copy of the excel version of Exhibit 1, email the contact provided in **Section 1.16**.

Respondent's Name:					
#	Deliverable	Role/Position Title (Exhibit 1 Table 2)	Hours	Hourly Rate	Cost Estimate
University Name:					
1	Deliverable Name #1	Position Title 1			
2		Position Title 2			
3		Position Title 3			
4		Position Title 4			
5		Position Title 5			
6		Position Title 6			
7		Position Title 7			
8		Position Title 8			
9		Position Title 9			
10		Position Title 10			
Sub-Total					
1	Deliverable Name #2	Position Title 1			
2		Position Title 2			
3		Position Title 3			
4		Position Title 4			
5		Position Title 5			
6		Position Title 6			
7		Position Title 7			
8		Position Title 8			
9		Position Title 9			
10		Position Title 10			
Sub-Total					
Total					
Less Discount					
Grand Total					
Include additional explanation of costs and list assumptions that could influence the pricing for custom features.					
List explanations and assumptions here:					
-					
-					

INSTRUCTIONS FOR - Exhibit 1 (Table 4) - Growth and Enhancement Pricing

Growth and Enhancements are products or services not included in the baseline pricing that we may want to purchase at a later date. These may vary by vendor response. There is no penalty for not completing this section.

IMPORTANT - Respondents' are required to provide separate costs for each institution.

Respondent's Organization Name – Provide the Respondent's Organization Name.

Item Description - Provide a brief description of your product or service.

Year (1-3) Cost - Provide the total cost of your product or service, including licensing and maintenance agreement pricing.

Subtotal – Subtotal of the cost figures for each year.

Less Discount – Discount offered off the Subtotal figure.

Total – Subtotal less Discount.

Exhibit 1 (Table 4) – Respondents will use this attachment to record all costs associated with this section. For a copy of the excel version of Exhibit 1, email the contact provided in **Section 1.16**.

Respondent's Name:				
#	Item Description	Year 1 Cost	Year 2 Cost	Year 3 Cost
University Name:				
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
	Subtotal			
	Less Discount			
	Total			
Include additional explanation of costs and list assumptions that could influence the cost of growth and enhancement pricing.				
List explanations and assumptions here				

TABLE 2
Professional Services Rate Schedule

Respondent's Name:		
#	Role of Individual/Position Title	Hourly Rate
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
	Include additional explanation of costs and list assumptions that could influence the cost of change request pricing.	
	List explanations and assumptions here;	
	-	
	-	
	-	
	-	
	-	

Exhibit 2 - Business Requirements Evaluation Matrix

#	Category	Requirement	Respondent's Answer (enter one) Yes-Partial-No	If PARTIAL please explain.
	Compensation Management Solution	The Compensation Management Solution must support the following:		
1		Provide third party compensation surveys and build market rates-(Manage/store third party compensation surveys, build market models based on assumptions)		
2		Provide functionality to design, model, and manage salary structure		
3		Provide functionality to build and maintain job descriptions-(Centralize database to create, store, and edit job descriptions and share within the organization.)		
4		Provide reporting and analyticity capabilities-(Provide graphic reporting to assist communications and nontechnical users.)		
5		Provide functionality to align jobs across the university		
6		Provide functionality to centralize market surveys and pricing-(Ability to store survey matches and job codes with survey/salary match)		
7		Provide what-if modeling-(generate complex wage grade modeling, statistical analysis, find hidden complexities within data, impact analyses between different models.)		
	Talent/Acquisition Solution	The Talent Acquisition Solution must support the following:		
8		Integrated Applicant Tracking System to support the recruiting needs across seven campuses, as well as University Services, that provides:		
9		Provides a mobile-ready career portal with a campus-specific brand, multiple search features (job, location, campus, full-time/part-time/exempt/hourly)		
10		Provides social networking tools to aid in recruiting		
11		Provides automation of background check requests		

Exhibit 2 - Business Requirements Evaluation Matrix

12		Provides automation of hiring process of faculty, staff, executive, union employees and accommodates the unique requirements of internal and external posting, multiple access levels, automatic notifications, flexible workflow modeling from job creation to hiring, and automatic posting to job boards		
13		Provides automated reporting to ensure EEO and OFCCP compliance, as well as reports to monitor and measure recruitment efforts.		
14		Provides onboarding solution with workflow modeling to manage internal tasks and must integrate with PeopleSoft 9.1; integrates I-9.		
15		Provides Single Sign On feature for University of Maine System employees		
16		Talent forecasting through predictive analytics tied to the talent management solution		
17		Provides ability to utilize the data available in the talent management system to inform "best fit" candidate recruiting		
18		Provide data analytics functionality to determine future needs, as well as past performance (how talent was obtained, salaries paid, etc.)		
19		Provides real time and future reporting/modeling.		
20		Provides Integration with Compensation Management solution which provides forecasting of salary demands in future based on market trends and internal recruiting metrics for budgeting purposes		
	Performance Management Solution	The Performance Management Solution must provide flexible solutions for performance review models, 360 reviews, individual development plans, as well as succession planning and skill gap assessment features, and		
21		Provides multiple performance review models to support a number of different work groups with the flexibility to modify models to work toward a unified design		
22		Provide the ability to custom-design review(s) with workflows that support self-assessment to manager assessment, second-level assessment to completion		
23		Provide functionality to auto-fill goals and other relevant information from one year to the next		
24		Provide 360 development-focused module for select group of employees that is customizable.		

Exhibit 2 - Business Requirements Evaluation Matrix

25		Provide 360 development-focused module that includes 'self-assessment with 5 – 10 other ratings, auto-aggregation of feedback, quantitative and qualitative input with a workflow that allows for strategic reviews by employee and second-level manager.		
26		Provide functionality to support Individual Development Plans and Employee Profile page that is employee-maintained and auto-fed with pieces from the Individual Development Plan, and the Performance Management System.		
35		Provides Organizational Chart and Succession Planning features must be linked to the HRIS to reflect changes in employment. This features must provide:		
36		Provides ability to create an organization chart format for any level or role(s) within a structure		
37		Provides name currently-in-place potential successors, external successors, and estimate timeline to readiness		
38		Provides link to individual's active IDP upon selection		
39		Provides role-based security feature to ensure appropriate access		
40		Provides robust and simple-to-use reporting to check completion rates, with communication features to facilitate auto reminders (pre and post review date)		
27		Provides integration with PeopleSoft 9.1 to ensure accuracy of data relative to employees, managers, second-level managers, etc., as well as integration with a compensation management system with Single Sign On feature for employees accessing reviews		
28		Provides dashboard features that include not only the status of reviews in process, but from an individual view, demonstrates gaps between employee self-assessment and manager assessment. Additional views provide aggregate level by population group (direct reports, peers, manager, and customer).		

Exhibit 2 - Business Requirements Evaluation Matrix

29		Provide mid-year monitoring of aspects related to performance, career goals, relational dynamics between employee and manager, as well as mid-year stack-ranking processes.		
30		Provides flexibility in processing of reviews so that Human Resources can monitor and review documents in advance		
31		Provides easy-to-use features such as spell check and copy/paste from Word/Google doc into the reviews and other forms		
	Learning Management Solution	The Learning Management Solution is needed in order to fulfill the University of Maine System's objectives in creating an interesting, engagement, and business-relevant content base, to link content and actions within a time-		
32		Provides compliance related courses to include sexual harassment, FERPA, Information Security, and Title IX that are up-to-date with regulatory requirements that can be accessed from one location using Single Sign On		
33		Provides feature to import courses and build new courses		
34		Provides reporting, auto-communications, curriculum building, and completion tracking features to support monitoring and compliance		
41		Provides Skill Gap Assessment to provide large-scale, regular analysis of employee skills relative to current University and Department needs and future needs, which captures by job; Core Knowledge, Skills and Abilities (KSAs)		
42		Provides interface with PeopleSoft 9.1 to ensure employee profile data is updated with the status of required coursework		
43		Provide ability to deliver, manage and support multi-media.		

**UNIVERSITY OF MAINE SYSTEM
CONTRACT FOR SERVICES
MASTER AGREEMENT**

This Contract for Services Master Agreement ("Agreement" or "Master Agreement") entered into this _____ day of _____, _____, by and between the **University of Maine System**, hereinafter referred to as the "**University**", and _____, hereinafter referred to as "**Contractor**".

WITNESSETH, that for and in consideration of the payments and agreements hereinafter mentioned, to be made and performed by the University, the Contractor hereby agrees with the University to provide the products and services described in this agreement, and the following Riders, hereby incorporated into this Agreement and made part of it by reference:

Rider A - Specifications of Work to be Performed

Rider A-1 – Pricing

Rider B-1 – Insurance Requirements

Rider B-2 – Substitute Form W-9 - Taxpayer Identification Number Request & Certification

Rider C – University of Maine System Standards for Safeguarding Information

Rider D – Implementation Plan and Timeline

Rider E – Services Engagement Form

Rider F – Contractor's Service Level Agreement to Support the University

Contract Amendments as required

Request for Request for Proposal #16-13 Proposal Issue Date October 13, 2015 Titled Talent Management Solution

Contractor's Bid in Response to Request for Proposal #16-13 Proposal Submission Date November 19, 2015 Titled Talent Management Solution

WHEREAS, the University desires to enter into a contract for professional services, and the Contractor represents itself as competent and qualified to accomplish the specific requirements of this Contract to the satisfaction of the University;

NOW THEREFORE, in consideration of the mutual promises contained herein, the parties hereby agree as follows:

This Agreement, along with any documents identified, which are incorporated by reference, constitutes the entire Agreement between the parties, and there are no other or further written or oral understandings or agreements with respect thereto.

1. **Specifications of Work**: The Contractor agrees to perform the Specifications of Work as described in **Rider A**, hereby incorporated by reference.

Rider A provides a suite of services offered by the Contractor to the University. As required by the University institutions, the parties will develop jointly specific Services Engagement documents. The required format of this document is detailed in **Rider E**. The document will be governed by all the terms in this agreement; except that the engagement administrator for purposes of managing the service deliverables may be different than this Agreement Administrator and the term may be different than the term of the agreement but may not extend beyond this Agreement termination date. The Services Engagement document will be fully executed by the parties. Institutions may execute more than one agreement for services to support their needs over the term of this Agreement

2. **Term:** This Contract shall commence on _____ and shall terminate on _____, unless terminated earlier as provided in this Contract with option for <<enter renewals as appropriate>> upon the parties' mutual agreement.
3. **Payment:**
 - A. Payment shall be made upon submittal of an electronic invoice to the University by the Contractor on a net 30 basis unless discount terms are offered. In the event there is a discrepancy with the invoice, payment terms shall be effective starting on the date the discrepancy is resolved, for only that portion of the invoice that is disputed. Invoices must include a purchase order number.
 - B. **"Additional Services"** The University will have the option to purchase additional services under this Agreement.

As required by the University institutions, the parties will develop jointly specific Services Engagement documents. The required format of this document is detailed in **Rider E**.
 - C. **"Multi-Institution Capabilities"** University will have the option to include products and services under this Agreement to additional University institutions, this includes any additional University institutions formed during the term of this agreement, all facilities utilized by an institution including those managed and/or owned by a third party, and additional entities, such as, the University College a division of University of Maine at Augusta.
4. **Termination:** The **Agreement or a Services Engagement (Rider E)** may be terminated by the University in whole, or in part, whenever for any reason the University shall determine that such termination is in the best interest of the University. Any such termination shall be effected by delivery to the Contractor of a Notice of Termination specifying the extent to which performance of the Agreement is terminated and the date on which such termination becomes effective. The University shall pay all allowable costs incurred up to the effective date of termination. However, the Contractor shall not be reimbursed for any costs incurred after the effective date of termination.
5. **Obligations Upon Termination:** Any materials produced in performance of this agreement are the property of the University and shall be turned over to the University upon request. The University shall pay the Contractor for all services performed to the effective date of termination subject to offset of sums owed by the Contractor to the University.
6. **Non-Appropriation:** Notwithstanding any other provision of this Agreement, if the University is not appropriated sufficient funds to pay for the work to be performed under this Agreement or if funds are de-appropriated, then the University is not obligated to make payment under this Agreement.
7. **Conflict of Interest:** No officer or employee of the University shall participate in any decision relating to this contract which affects his or her personal interest in any entity in which he or she directly or indirectly has interest. No employee of the University shall have any interest, direct or indirect, in this contract or proceeds thereof.
8. **Modification:** This Contract may be modified or amended only in a writing signed by both parties.

9. **Assignment:** This Contract, or any part thereof, may not be assigned, transferred or subcontracted by the Contractor without the prior written consent of the University.
10. **Applicable Law:** This Contract shall be governed and interpreted according to the laws of the State of Maine.
11. **Administration: Linda Dec** shall be the University's authorized representative in all matters pertaining to the administration of the terms and conditions of this Contract and to whom all notices must be sent.
12. **Non-Discrimination:** In the execution of the contract, the Contractor shall not discriminate on the basis of race, color, religion, sex, sexual orientation, transgender status or gender expression, national origin or citizenship status, age, disability, genetic information, or veteran status and shall provide reasonable accommodations to qualified individuals with disabilities upon request. The university encourages the employment of qualified individuals with disabilities.
13. **Indemnification:** The Contractor shall comply with all applicable federal, state and local laws, rules, regulations, ordinances and orders relating to the services provided under this Contract. Contractor shall indemnify, defend and hold the University, its Trustees, officers, employees, and agents, harmless from and against any and all loss, liability, claims, damages, actions, lawsuits, judgments and costs, including reasonable attorney's fees, that the University may become liable to pay or defend arising from or attributable to any acts or omissions of the Contractor, its agents, employees or subcontractors, in performing its obligations under this Contract, including, without limitation, for violation of proprietary rights, copyrights, or rights of privacy, arising out of a publication, translation, reproduction, delivery, performance, use or disposition of any data furnished under the Contract or based on any libelous or other unlawful matter contained in such data.
14. **Contract Validity:** In the event one or more clauses of this Contract are declared invalid, void, unenforceable or illegal, that shall not affect the validity of the remaining portions of this Contract.
15. **Independent Contractor:** Contractor is an independent contractor of the University, not a partner, agent or joint venture of the University and neither Party shall hold itself out contrary to these terms by advertising or otherwise, nor shall either party be bound by any representation, act or omission whatsoever of the other. For U.S. entities, Contractor, its employees and subcontractors if any, is/are independent contractors for whom no Federal or State Income Tax will be deducted by the University, and for whom no retirement benefits, social security benefits, group health or life insurance, vacation and sick leave, Worker's Compensation and similar benefits available to University's employees will accrue. The parties further understand that annual information returns as required by the Internal Revenue Code and Maine Income Tax Law will be filed by the University with copies sent to Contractor. Contractor will be responsible for compliance with all applicable laws, rules and regulations involving but not limited to, employment, labor, Workers Compensation, hours of work, working conditions, payment of wages, and payment of taxes, such as unemployment, social security and other payroll taxes, including other applicable contributions from such persons when required by law.
16. **Intellectual Property:** Any information and/or materials, finished or unfinished, produced in performance of this Contract, and all of the rights pertaining thereto, are the property of the University and shall be turned over to the University upon request.

17. **Entire Contract:** This Contract sets forth the entire agreement between the parties on the subject matter hereof and replaces and supersedes all prior agreements on the subject, whether oral or written, express or implied. This Contract is the entire agreement between the University (including University's employees and other End Users) and Contractor. In the event that Contractor enters into terms of use agreements or other agreements, policies or understandings, whether on Contractor's purchase order, website, electronic, click-through, verbal or in writing, with University's employees or other End Users, such agreements shall be null, void and without effect, and the terms of this Contract shall apply.
18. **Licensing:** Contractor shall secure in its name and at its expense all federal, state, and local licenses and permits required for operation under this Contract. Contractor shall provide proof of such licensure or permit to the University prior to commencing work under this Contract.
19. **Record Keeping, Audit and Inspection of Records:** The Contractor shall maintain books, records and other compilations of data pertaining to the requirements of the Contract to the extent and in such detail as shall properly substantiate claims for payment under the Contract. All such records shall be kept for a period of seven years or for such longer period as specified herein. All retention periods start on the first day after the final payment of the Contract. If any litigation, claim, negotiation, audit or other action involving the records is commenced prior to the expiration of the applicable retention period, all records shall be retained until completion of the action and resolution of all issues resulting therefrom, or until the end of the applicable retention period, whichever is later. The University, the grantor agency (if any), or any of their authorized representatives shall have the right at reasonable times and upon reasonable notice, to examine and copy the books, records and other compilations of data of the Contractor pertaining to this Contract. Such access shall include on-site audits.
20. **Publicity, Publication, Reproduction and use of Contract's Products or Materials:** Unless otherwise provided by law or the University, title and possession of all data, reports, programs, software, equipment, furnishings and any other documentation or product paid for with University funds shall vest with the University. The Contractor shall at all times obtain the prior written approval of the University before it, any of its officers, agents, employees or subcontractors, either during or after termination of the Contract, makes any statement bearing on the work performed or data collected under this Contract to the press or issues any material for publication through any medium of communication. If the Contractor or any of its subcontractors publishes a work dealing with any aspect of performance under the Contract, or of the results and accomplishments attained in such performance, the University shall have a royalty free, non-exclusive and irrevocable license to reproduce, publish or otherwise use and to authorize others to use the publication.
21. **Confidentiality:** The contractor shall comply with all laws and regulations relating to confidentiality and privacy including but not limited to any rules or regulations of the University.
22. **Force Majeure:** Neither party shall be liable to the other or be deemed to be in breach of this Contract for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include, but are not limited to, acts of God or of a public enemy, fires, flood, epidemics, strikes, embargoes or unusually severe weather. Dates or time of performance shall be extended to the extent of delays excused by this section provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.
23. **Notices:** Unless otherwise specified in an attachment hereto, any notice hereunder shall be in writing and addressed to the persons and addresses below.

To the University:

University of Maine System
16 Central Street
Bangor, Maine 04401

Attn: **Linda Dec**

To Contractor:

<<BID INSTRUCTIONS – Bidder to supply information noted below for submission with their proposal/bid. >>

Company Name:

Contact Name:

Address:

Phone Number:

Fax Number:

24. **Invoices:** Unless otherwise specified in an attachment hereto, invoices and questions regarding invoices will be directed to:

Accounts Payable Shared Services
5765 Service Bldg.
Orono, ME 04469

Phone: [207-581-2692](tel:207-581-2692) Donita Gallant

Fax: [207-581-2698](tel:207-581-2698)

Email: UMAP@maine.edu

25. **Order of Precedence:** In the event of any conflict among the documents in this agreement, the following order of precedence shall apply:
- A. **Terms and conditions of this Agreement**
 - B. **Rider A** - Specifications of Work to be Performed
 - C. **Rider A-1** – Pricing
 - D. **Rider B-1** – Insurance Requirements
 - E. **Rider B-2** – Substitute Form W-9 - Taxpayer Identification Number Request & Certification
 - F. **Rider C** – University of Maine System Standards for Safeguarding Information
 - G. **Rider D** – Implementation Plan and Timeline
 - H. **Rider E** – Services Engagement Form
 - I. **Rider F** – Contractor’s Service Level Agreement to Support the University
 - J. **Contract Amendments** as required
 - K. **Request for Request for Proposal #16-13** Proposal Issue Date October 13, 2015 Titled Talent Management Solution
 - L. **Contractor’s Bid in Response to Request for Proposal #16-13** Proposal Submission Date November 19, 2015 Titled Talent Management Solution

26. **Multi-Institution Capabilities** University will have the option to include products and services under this Agreement to additional University institutions, this includes any additional University institutions formed during the term of this agreement, all facilities utilized by an institution including those managed and/or owned by a third party, and additional entities, such as, the University College a division of University of Maine at Augusta.

The Community College System and Maine Maritime Academy, both public higher education institutions in the state, shall be permitted to piggyback off of the University’s contract if they should so desire. The Contractor agrees to further provide the products and services, with all the same terms and conditions applicable, to these additional entities.

27. **Smoking Policy**

The University must comply with the "Workplace Smoking Act of 1985" and M.R.S.A. title 22, § 1541 et seq "Smoking Prohibited in Public Places." In addition, University Institutions may have specific Smoking Prohibitions. The Respondent shall be responsible for the implementation and enforcements of these restrictions.

28. Signatures

FOR THE UNIVERSITY OF MAINE
SYSTEM:

BY: _____
(signature)

Name: _____
(print or type)

Title: _____

Address: _____

Telephone: _____

Fax: _____

Date: _____

FOR THE CONTRACTOR:

LEGAL NAME: _____

BY: _____
(signature)

Name: _____
(print or type)

Title: _____

Address: _____

Telephone: _____

Fax: _____

Date: _____

Tax ID #: _____

Per University policy, "Any contract or agreement for services that will, or may, result in the expenditure by the University of \$50,000 or more must be approved in writing by the Chief Procurement Officer, or designee, and it is not approved, valid or effective until such written approval is granted."

BY: _____

Title: _____
Chief Procurement Officer or designee

Date: _____

RIDER A SPECIFICATIONS OF WORK TO BE PERFORMED

The Contractor agrees to the **Specifications of Work to be Performed** as follows:

INTENT AND PURPOSE

The University of Maine System sought responses to implement a talent management solution.

The Talent Management Solution is comprised of four parts: Compensation Management, Talent Acquisition, Performance Management, and Employee Learning Management. The University of Maine System welcomes responses from providers who can support either all or a portion of the requests herein, recognizing that specializations in any one area may be more prominent than another.

The Office of Human Resources supports seven campuses across the State of Maine; employees within the department may work at any of those campuses, however, the majority work in either the Orono or Bangor offices. The University of Maine System is moving toward a unified and strategic support model for Human Resources since January 2014. In so doing, the need for state-of-the-art technology solutions in the way of talent management are vital.

University of Maine System is in the process of obtaining consultants to develop compensation programs for salaried employees. The technology solution, therefore, must support a new program and the provider must be willing to partner with the selected consultant in the implementation of a compensation management program. An Applicant Tracking System has been in place at two of the largest campuses and the same solution was recently implemented across the remaining five campuses, as well as University Services, in August 2015; the current solution is not integrated with PeopleSoft 9.1, the HRIS platform. It should also be noted that while the University of Maine System utilizes PeopleSoft 9.1 to support its Performance Management efforts, a more robust and interactive interface is needed.

PRODUCT SCOPE OF WORK:

The **Compensation Management Solution** must support the following:

- Manage third party compensation surveys and build market rates-(Manage/store third party compensation surveys, build market models based on assumptions)
- Design, model, and manage salary structures
- Build and maintain job descriptions-(Centralize database to create, store, and edit job descriptions and share within the organization.)
- Reporting and analyticity capabilities-(Provide graphic reporting to assist communications and nontechnical users.)
- Align jobs across the university
- Centralize market surveys and pricing-(Ability to store survey matches and job codes with survey/salary match)
- What-if modeling-(generate complex wage grade modeling, statistical analysis, find hidden complexities within data, impact analyses between different models.)

The **Talent Acquisition Solution** must support the following:

- Integrated Applicant Tracking System to support the recruiting needs across seven campuses, as well as University Services, that provides:
 - A mobile-ready career portal with a campus-specific brand, multiple search features (job, location, campus, full-time/part-time/exempt/hourly)
 - Social networking tools to aid in recruiting
 - Automation of background check requests
 - Automation of hiring process of faculty, staff, executive, union employees and accommodates the unique requirements of internal and external posting, multiple access levels, automatic notifications, flexible workflow modeling from job creation to hiring, and automatic posting to job boards
 - Automated reporting to ensure EEO and OFCCP compliance, as well as reports to monitor and measure recruitment efforts.
 - Onboarding solution with workflow modeling to manage internal tasks and must integrate with PeopleSoft 9.1; integrates I-9.
 - Single Sign On feature for University of Maine System employees
- Talent forecasting through predictive analytics tied to the talent management solution
 - Ability to utilize the data available in the talent management system to inform “best fit” candidate recruiting
 - Provide data analytics functionality to determine future needs, as well as past performance (how talent was obtained, salaries paid, etc.)
 - Real time and future reporting/modeling.
- Integration with Compensation Management solution
 - Provide forecasting of salary demands in future based on market trends and internal recruiting metrics for budgeting purposes

The **Performance Management Solution** must provide flexible solutions for performance review models, 360 reviews, individual development plans, as well as succession planning and skill gap assessment features, and includes:

- Multiple performance review models to support a number of different work groups with the flexibility to modify models to work toward a unified design
- Ability to custom-design review(s) with workflows that support self-assessment to manager assessment, second-level assessment to completion
- Auto-fill goals and other relevant information from one year to the next
- 360 development-focused module for select group of employees that is customizable.
 - Includes self-assessment with 5 – 10 other ratings, auto-aggregation of feedback, quantitative and qualitative input with a workflow that allows for strategic reviews by employee and second-level manager.

- Individual Development Plans and Employee Profile page that is employee-maintained and auto-fed with pieces from the Individual Development Plan, and the Performance Management System.
- Organizational Chart and Succession Planning features must be linked to the HRIS to reflect changes in employment. This features must provide:
 - Ability to create an organization chart format for any level or role(s) within a structure
 - Name currently-in-place potential successors, external successors, and estimate timeline to readiness
 - Link to individual's active IDP upon selection
 - Role-based security feature to ensure appropriate access
- Skill Gap Assessment to provide large-scale, regular analysis of employee skills relative to current University and Department needs and future needs, which captures by job:
 - Core Knowledge, Skills, and Abilities (KSAs)
- Robust and simple-to-use reporting to check completion rates, with communication features to facilitate auto reminders (pre and post review date)
- Integration with PeopleSoft 9.1 to ensure accuracy of data relative to employees, managers, second-level managers, etc., as well as integration with a compensation management system with Single Sign On feature for employees accessing reviews
- Dashboard features that include not only the status of reviews in process, but from an individual view, demonstrates gaps between employee self-assessment and manager assessment. Additional views provide aggregate level by population group (direct reports, peers, manager, and customer).
- Mid-year monitoring of aspects related to performance, career goals, relational dynamics between employee and manager, as well as mid-year stack-ranking processes.
- Flexibility in processing of reviews so that Human Resources can monitor and review documents in advance
- Easy-to-use features such as spell check and copy/paste from Word/Google doc into the reviews and other forms

The **Learning Management Solution** is needed in order to fulfill the University of Maine System's objectives in creating an interesting, engagement, and business-relevant content base, to link content and actions within a time-dated curriculum, and to measure the results of application, engagement/completion results by employee. The solution must provide:

- Compliance related courses to include sexual harassment, FERPA, Information Security, and Title IX that are up-to-date with regulatory requirements that can be accessed from one location using Single Sign On
- Feature to import courses and build new courses

- Reporting, auto-communications, curriculum building, and completion tracking features to support monitoring and compliance
- Interface with PeopleSoft 9.1 to ensure employee profile data is updated with the status of required coursework

Additional Scope: The Contractor shall permit product and services not covered herein to be added by mutual agreement, without voiding the provisions of the existing contract. The Contractor, for additional consideration, shall furnish additional such products and services to the University.

PRICING: Refer to RIDER A-1. Pricing will be valid for the term of the Agreement.

PERFORMANCE TERMS AND CONDITIONS

1. **Employees:** The Contractor shall employ only competent and satisfactory personnel and shall provide a sufficient number of employees to perform the required services efficiently and in a manner satisfactory to the University. If the University Contract Administrator notifies the Contractor in writing that any person employed on this Contract is incompetent, disorderly, or otherwise unsatisfactory, such person shall not again be utilized in the execution of this Contract without the prior written consent of the Contract Administrator.
2. **Business and Performance Reviews:** Recognizing that successful performance of this contract is dependent on favorable response, the Contractor shall meet at least quarterly with the Contract Administrator or designee for a business and performance review to evaluate operations and make necessary adjustments. These meetings will normally be conducted electronically but shall be face-to-face on demand. As part of these reviews, the University reserves the right to review equipment specifications quarterly and update equipment specifications accordingly. Contractor shall provide a single point of contact (i.e., relationship manager) and shall notify University in writing and in advance whenever there is a change to that single point of contact.
3. **Campus Visits:** The Contractor agrees to maintain good relations with the University. The Contractor shall make campus visits “as needed” on three days’ notice. The Contractor will coordinate campus visits with the University Services Information and Technology Department to ensure proper communication and sharing of information related to customer projects.
4. **Toll-Free Access:** The Contractor shall provide to the University, toll-free telephone access to technical support. The University prefers a unique toll-free telephone number just for the University. The Contractor shall provide an escalated support feature to ensure that unresolved support issues can be elevated to upper level management.
5. **Accessibility:** If the solution includes any end-user-facing human interface, such as an end-user device software component or web site form, file upload system, etc. the Contractor hereby warrants that the products or services to be provided under this agreement comply with the accessibility guidelines of “Section 508 of the Rehabilitation Act of 1973” as amended as of the date of this agreement, and the “Web Content Accessibility Guidelines (WCAG) 2.0” published by www.w3.org.

If the solution includes any end-user-facing human interface, such as an end-user device software component, web pages or site, video or audio playback, file upload system, mobile device components, etc., the Contractor agrees to promptly respond to and resolve any complaint regarding accessibility of its products or services which is brought to its

attention and vendor further agrees to indemnify and hold harmless the University of Maine campuses and system or any university entity using the Contractor's products or services from any claim arising out of its failure to comply with the aforesaid requirements.

The University, at its discretion, may at any time test the vendor's products or services covered by this agreement to ensure compliance with Section 508 and WCAG 2.0. Testing that results in findings of non-compliance, shall result in a 25% reduction in the total cost of the products and/or services covered by this agreement if the non-compliance is not corrected within 30 days of being reported to the vendor in writing. All withheld amounts will be paid to the vendor upon correction of the non-compliance and acceptance by the University. Said acceptance not to be unreasonably withheld.

Failure to comply with these requirements shall constitute a breach and be grounds for termination of this agreement and a pro-rated refund of fees paid from the University for the remainder of original contract period.

6. **Standards for Safeguarding Information:** The Contractor is expected to comply with these standards as outlined in ***Rider C - University of Maine System Standards for Safeguarding Information***. Should the Contractor fail to comply with the standards and is unable to reasonably cure its noncompliance within 60 days, the University may terminate this agreement. The University will be entitled to receive a prorated refund measured from the effective date of the termination.
7. **Implementation Plan and Timeline:** The Contractor is expected to develop, manage and report the status of the progress on the implementation plan and timeline as outlined in ***Rider D – Implementation Plan and Timeline***, of this Agreement.
8. **Service Level Agreement:** The Contractor is expected to provide, monitor performance and provide reports of its service delivery commitments to the University as outlined in ***Rider F – Contractor's Service Level Agreement to Support the University***, of this Agreement.

**RIDER A-1
PRICING**

<< BID INSTRUCTIONS - Details in Exhibit 1 will be inserted here during Agreement negotiations. No action needed for Bidder as part of their proposal/bid submission. >>

**RIDER B-1
INSURANCE REQUIREMENTS**

<< BID INSTRUCTIONS - Bidder to provide their Contractor’s Liability Insurance (CIA) Form here as part of their proposal/bid submission. The text below will be removed and the CIA form will be inserted as an image under Rider B-1>>

Contractor's Liability Insurance: During the term of this agreement, the Contractor shall maintain the following insurance:

#	Insurance Type	Coverage Limit
1	Commercial General Liability, including Product’s and Completed Operations (Written on an Occurrence-based form) (Bodily Injury and Property Damage)	\$1,000,000 per occurrence or more
2	Vehicle Liability (Including Hired & Non-Owned) (Bodily Injury and Property Damage)	\$1,000,000 per occurrence or more
3	Workers Compensation (In Compliance with Maine and Federal Law)	Required for all personnel
3	Professional Liability Insurance (Agents, Consultants, Brokers, Lawyers, Financial, Engineers, or Medical Services)	\$1,000,000 per occurrence or more
4	Marine General Liability (Any maritime or marine services)	\$1,000,000 per occurrence or more

Coverage limit requirements can be met with a single underlying insurance policy or through the combination of an underlying insurance policy plus an Umbrella insurance policy.

The University of Maine System shall be named as Additional Insured on the Commercial General Liability insurance.

Certificates of Insurance for all of the above insurance shall be filed with:

**University of Maine System
Risk Manager
Robinson Hall
46 University Drive
Augusta, Maine 04330**

Certificates shall be filed prior to the date of performance under this Agreement. Said certificates, in addition to proof of coverage, shall contain the standard statement pertaining to written notification in the event of cancellation, with a thirty (30) day notification period.

The University reserves the right to change the insurance requirement or to approve alternative insurances or limits, at the University’s discretion.

RIDER B-2

Substitute Form W-9 - Taxpayer Identification Number Request & Certification

Please complete the following information. We are required by law to obtain this information from you when making a reportable payment to you. If you do not provide us with this information, your payments may be subject to federal income tax backup withholding. Use this form only if you are a U.S. person (including US. resident alien.). If you are a foreign person, use the appropriate Form W-8.

Part 1 Tax Status:

Print Name: _____
Address (number, street, and apt. or suite no.): _____
City: _____ State: _____ Zip: _____
Phone: (____) _____

Complete One:

[] Individual/Sole Proprietor Business Name, if different from above _____
Social Security Number ____ - ____ - ____
- or - Business EIN ____ - _____

[] Partnership EIN ____ - _____

[] Corporation EIN ____ - _____

Please answer questions below if you are a corporation:

1. Corporation providing legal services? Y N

2. Corporation providing medical services? Y N

[] Limited Liability Company EIN ____ - _____

[] Tax-Exempt or Not-for-Profit under § 501(C)(3) EIN ____ - _____

[] Government Entity EIN ____ - _____

[] Estate or Trust EIN ____ - _____

[] All other Entities EIN ____ - _____

Part 2 Exemption:

If exempt from Form 1099 reporting, check here: []
and circle your qualifying exemption reason below

- 1. An organization exempt from tax under IRC section 501(a)
2. The United States or any of its agencies or instrumentalities
3. A state, the District of Columbia, a possession of the United States, or any of their political subdivisions or instrumentalities
4. A foreign government or any of its political subdivisions, agencies, or instrumentalities
5. An international organization or any of its agencies or instrumentalities
6. Other: _____

Part 3 Certification:

Under penalties of perjury, I certify that:

- 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding,

and

- 3. I am a U.S. person (including a U.S. resident alien).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return.

Signature of U.S. person: _____ Date: _____

Please return this form with the attached contract. Thank you for your cooperation.

RIDER C
UNIVERSITY OF MAINE SYSTEM
STANDARDS FOR SAFEGUARDING INFORMATION

This Attachment addresses the Contractor's responsibility for safeguarding Compliant Data and Business Sensitive Information consistent with the University of Maine System's Information Security Policy and Standards. (infosecurity.maine.edu)

Compliant Data is defined as data that the University needs to protect in accordance with statute, contract, law or agreement. Examples include Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA), Gramm-Leach-Bliley Act (GLBA), Maine Notice of Risk to Personal Data Act, and the Payment Card Industry Data Security Standards (PCI-DSS).

Business Sensitive Information is defined as data which is not subject to statutory or contractual obligations but where the compromise or exposure of the information could result in damage or loss to the University.

1. Standards for Safeguarding Information: The Contractor agrees to implement reasonable and appropriate security measures to protect all systems that transmit, store or process Compliant Data and Business Sensitive Information or personally identifiable information from Compliant Data and Business Sensitive Information furnished by the University, or collected by the Contractor on behalf of the University, against loss of data, unauthorized use or disclosure, and take measures to adequately protect against unauthorized access and malware in the course of this engagement.
 - A. Compliant Data and Business Sensitive Information may include, but is not limited to names, addresses, phone numbers, financial information, bank account and credit card numbers, other employee and student personal information (including their academic record, etc.), Driver's License and Social Security numbers, in both paper and electronic format.
 - B. If information pertaining to student educational records is accessed, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with FERPA.
 - C. If information pertaining to protected health information is accessed, used, collected, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with HIPAA and Contractor shall sign and adhere to a Business Associate Agreement.
 - D. If Contractor engages in electronic commerce on behalf of the University or cardholder data relating to University activities is accessed, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with current PCI-DSS guidelines.
 - E. If information pertaining to protected "Customer Financial Information" is accessed, transferred, stored or processed by Contractor; Contractor shall protect such data in accordance with GLBA.
2. Prohibition of Unauthorized Use or Disclosure of Information: Contractor agrees to hold all information in strict confidence. Contractor shall not use or disclose information received from,

or created or received by, Contractor on behalf of the University except as permitted or required by this Agreement, as required by law, or as otherwise authorized in writing by the University.

3. Return or Destruction of Compliant or Business Sensitive Information:

- A. Except as provided in Section 3(B), upon termination, cancellation, or expiration of the Agreement, for any reason, Contractor shall cease and desist all uses and disclosures of Compliant Data or Business Sensitive Information and shall immediately return or destroy (if the University gives written permission to destroy) in a reasonable manner all such information received from the University, or created or received by Contractor on behalf of the University, provided, however, that Contractor shall reasonably cooperate with the University to ensure that no original information records are destroyed. This provision shall apply to information that is in the possession of subcontractors or agents of Contractor. Contractor shall retain no copies of University information, including any compilations derived from and allowing identification of any individual's confidential information. Except as provided in Section 3(B), Contractor shall return (or destroy) information within 30 days after termination, cancellation, or expiration of this Agreement.
- B. In the event that Contractor determines that returning or destroying any such information is infeasible, Contractor shall provide to University notification of the conditions that make return or destruction infeasible. Upon mutual agreement of the Parties that return or destruction of such information is infeasible, Contractor shall extend the protections of this Agreement to such information and limit further uses and disclosures of such information to those purposes that make the return or destruction infeasible, for so long as Contractor maintains such information.
- C. Contractor shall wipe or securely delete Compliant Data or Business Sensitive Information and personally identifiable information furnished by the University from storage media when no longer needed. Measures taken shall be commensurate with the standard for "clearing" as specified in the National Institute of Standards and Technology (NIST) Special Publication SP800-88: Guidelines for Media Sanitization, prior to disposal or reuse.

4. Term and Termination:

- A. This Attachment shall take effect upon execution and shall be in effect commensurate with the term of the Agreement

5. Subcontractors and Agents: If Contractor provides any Compliant Data or Business Sensitive Information received from the University, or created or received by Contractor on behalf of the University, to a subcontractor or agent, the Contractor shall require such subcontractor or agent to agree to the same restrictions and conditions as are imposed on Contractor by this Agreement.

6. Contractor shall control access to University data: All Contractor employees shall be adequately screened, commensurate with the sensitivity of their jobs. Contractor agrees to limit employee access to data on a need-to-know basis. Contractor shall impose a disciplinary process for employees not following privacy procedures. Contractor shall have a process to remove access to University data immediately upon termination or re-assignment of an employee by the Contractor.

7. Unless otherwise stated in the agreement, all Compliant Data or Business Sensitive Information is the property of the University and shall be turned over to the University upon request.
8. Contractor shall not amend or replace University-owned hardware, software or data without prior authorization of the University.
9. If mobile devices are used in the performance of this Agreement to access University Compliant Data or Business Sensitive Information, Contractor shall install and activate authentication and encryption capabilities on each mobile device in use.
10. Reporting of Unauthorized Disclosures or Misuse of Information: Contractor shall report to the University any use or disclosure of Compliant Data or Business Sensitive Information not authorized by this Agreement or in writing by the University. Contractor shall make the report to the University not more than one (1) business day after Contractor learns of such use or disclosure. Contractor's report shall identify; (i) the nature of the unauthorized use or disclosure, (ii) the information used or disclosed, (iii) who made the unauthorized use or received the unauthorized disclosure, (iv) what Contractor has done or shall do to mitigate the effects of the unauthorized use or disclosure, and (v) what corrective action Contractor has taken or shall take to prevent future similar unauthorized use or disclosure. Contractor shall provide such other information, including a written report, as reasonably requested by the University. Contractor shall keep University informed on the progress of each step of the incident response. Contractor shall indemnify and hold University harmless from all liabilities, costs and damages arising out of or in any manner connected with the security breach or unauthorized use or disclosure by Contractor of any University Compliant Data or Business Sensitive Information. Contractor shall mitigate, to the extent practicable, any harmful effect that is known to Contractor of a security breach or use or disclosure of Compliant Data or Business Sensitive Information by Contractor in violation of the requirements of this Agreement. In addition to the rights of the Parties established by this Agreement, if the University reasonably determines in good faith that Contractor has materially breached any of its obligations, the University, in its sole discretion, shall have the right to:
 - Inspect the data that has not been safeguarded and thus has resulted in the material breach, and/or
 - Require Contractor to submit a plan of monitoring and reporting, as the University may determine necessary to maintain compliance with this Agreement; and/or Terminate the Agreement immediately.
11. Survival: The respective rights and obligations of Contractor under Section 12 of the Agreement or Section 3 of this Attachment shall survive the termination of this Agreement.
12. Contractor Hosted Data: If Contractor hosts University Compliant Data or Business Sensitive Data, in or on Contractor facilities, the following clauses apply.
 - A. Contactor computers that host University Compliant Data or Business Sensitive Information shall be housed in secure areas that have adequate walls and entry control such as a card controlled entry or staffed reception desk. Only authorized personnel shall be allowed to enter and visitor entry will be strictly controlled.

- B. Contractor shall design and apply physical protection against damage from fire, flood, earthquake, explosion, civil unrest, and other forms of natural or man-made disasters. Contractor shall protect hosted systems with Uninterruptible Power Supply (UPS) devices sufficient to meet business continuity requirements.
 - C. Contractor shall backup systems or media stored at a separate location with incremental back-ups at least daily and full back-ups at least weekly. Incremental and full back-ups shall be retained for 15 days and 45 days respectively. Contractor shall test restore procedures not less than once per year.
 - D. Contractor shall provide for reasonable and adequate protection on its network and system to include firewall and intrusion detection/prevention.
 - E. Contractor shall use strong encryption and certificate-based authentication on any server hosting on-line and e-commerce transactions with the University to ensure the confidentiality and non-repudiation of the transaction while crossing networks.
 - F. The installation or modification of software on systems containing University Compliant Data or Business Sensitive Information shall be subject to formal change management procedures and segregation of duties requirements.
 - G. Contractor who hosts University Compliant Data or Business Sensitive Information shall engage an independent third-party auditor to evaluate the information security controls not less than every two (2) years. Such evaluations shall be made available to the University upon request.
 - H. Contractor shall require strong passwords for any user accessing personally identifiable information or data covered under law, regulation, or standard such as HIPAA, FERPA, or PCI. Strong passwords shall be at least eight characters long; contain at least one upper and one lower case alphabetic characters; and contain at least one numeric or special character.
13. If the Contractor provides system development, Compliant Data or Business Sensitive Information shall not be used in the development or test environments. Records that contain these types of data elements may be used if that data is first de-identified, masked or altered so that the original value is not recoverable. For programs that process University data, initial implementation as well as applied updates and modifications must be produced from specifically authorized and trusted program source libraries and personnel. Contractor shall provide documentation of a risk assessment of new system development or changes to a system.

**RIDER D
IMPLEMENTATION PLAN AND TIMELINE**

<<BID INSTRUCTIONS – Bidders will insert their implementation plan and timeline here as part of their proposal/bid submission. >>

**RIDER E
SERVICES ENGAGEMENT FORM**

Services Engagement to Agreement for Services

This Services Engagement is entered into as of the date written below between _____ (“Contractor”) and _____ (“Institution”).

This Services Engagement shall be governed by the terms and conditions of the Master Level Agreement for Services dated _____ by and between _____ (“Contractor”) and the University of Maine System, and is incorporated herein by reference.

This Services Engagement describes the Services to be provided by _____ (“Contractor”) and the fees associated with such Services.

INSTITUTION REPRESENTATIVE & PROJECT MANAGER:

CONTRACTOR REPRESENTATIVE & PROJECT MANAGER:

SCOPE OF WORK:

TERM:

The term of this Work Order will be from _____ to _____.

Installation of the _____ shall be Substantially Complete on or before _____ subject to adjustments mutually agreed to by the parties.

PRICE:

SIGNATURES:

Institution

By: _____

Name: _____

Title: _____

Date: _____

Contractor

By: _____

Name: _____

Title: _____

Date: _____

RIDER F
CONTRACTOR'S SERVICE LEVEL AGREEMENT TO SUPPORT THE UNIVERSITY

<<BID INSTRUCTIONS – Bidders will insert their Service Level Agreement (SLA) here as part of their proposal/bid submission. >>