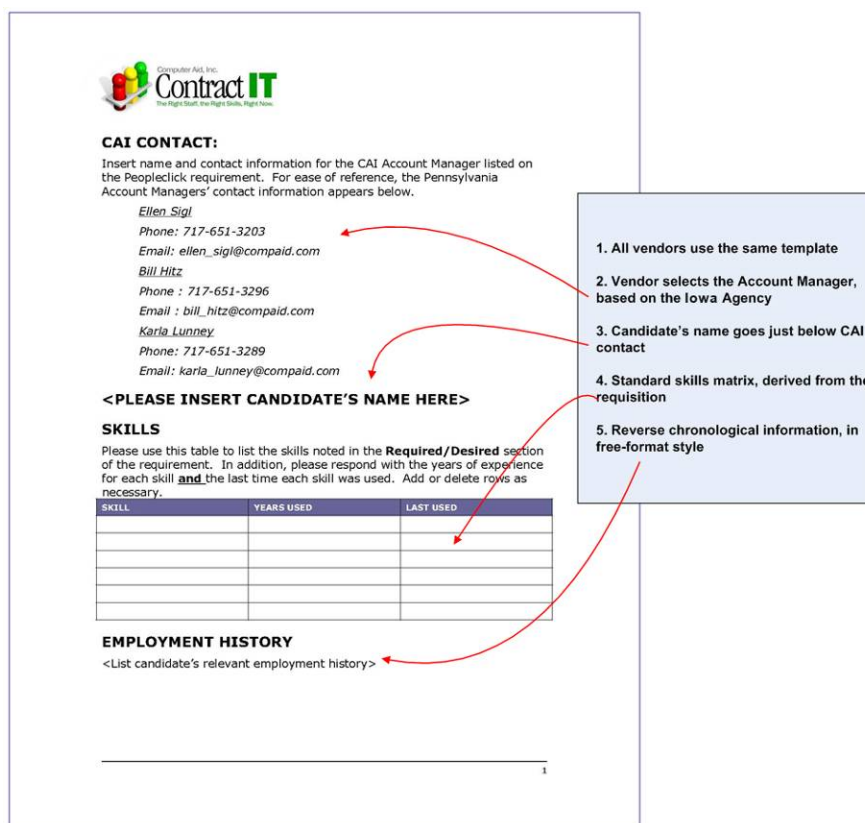


Response: Yes, CAI requires résumés to be provided for each candidate submittal.

As noted in the answer to MPF #4, all vendors must provide a résumé with each candidate submitted. CAI requires all résumés to be submitted via the Peopleclick VMS in a standard format with no mention of the candidate's employer. This helps to ensure vendor neutrality when selecting the resource.

In order to assist vendors, CAI will provide a sample standard résumé template to vendors via CAI's contract portal for the State of Iowa. An example is depicted in Figure 14.



The figure shows a sample résumé template with several sections and annotations. The template includes a logo for Computer Aid, Inc. Contract IT, a CAI CONTACT section with contact information for Ellen Sigl, Bill Hitz, and Karla Lunney, a SKILLS section with a table, and an EMPLOYMENT HISTORY section. A blue box on the right contains five numbered annotations: 1. All vendors use the same template; 2. Vendor selects the Account Manager, based on the Iowa Agency; 3. Candidate's name goes just below CAI contact; 4. Standard skills matrix, derived from the requisition; 5. Reverse chronological information, in free-format style. Red arrows point from these annotations to the corresponding sections in the template.

**CAI CONTACT:**  
Insert name and contact information for the CAI Account Manager listed on the Peopleclick requirement. For ease of reference, the Pennsylvania Account Managers' contact information appears below.

Ellen Sigl  
Phone: 717-651-3203  
Email: ellen\_sigl@compaid.com

Bill Hitz  
Phone : 717-651-3296  
Email : bill\_hitz@compaid.com

Karla Lunney  
Phone: 717-651-3289  
Email: karla\_lunney@compaid.com

**<PLEASE INSERT CANDIDATE'S NAME HERE>**

**SKILLS**  
Please use this table to list the skills noted in the **Required/Desired** section of the requirement. In addition, please respond with the years of experience for each skill **and** the last time each skill was used. Add or delete rows as necessary.

SKILL	YEARS USED	LAST USED

**EMPLOYMENT HISTORY**  
<List candidate's relevant employment history>

1

Figure 14: Sample Résumé Template

The candidate's résumé will require any and all information required by Iowa including the candidate's name, career summary, work experience, education and training, certifications, affiliations, awards, and required references. In addition to providing this information on the candidate's résumé, much of this same data is available on the candidate's detail page within the Peopleclick VMS. As part of our process in all accounts, this step allows each candidate's qualifications to be automatically scored, which contributes to the effectiveness of our process.

The VMS tool can be customized to add a required field to list the reference requirements. When the references are mandatory, the requirement will appear on the job position; candidates and vendors can supply the required three references along with the candidate details and résumé submission in Peopleclick.

MPF – 6	<i>Upon award, the Contractor will train up to four (4) system administrators and up to 40 State personnel on using their vendor management system and formalize the sourcing, billing, and administrative services relationship. Initial training will be conducted on-site in Des Moines, Iowa. The Contractor must supply Computer Based Training (CBT) or training manuals for new users or for follow-up training. Over time while contract is in effect additional training classes may be required.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to provide training to all designated Iowa personnel as required by Iowa.</p> <p>Both hands-on, in-person training, and training webinars can be provided. As an example of the training materials we will provide, we've provided a sample hiring manager training manual in <b>Appendix C: PA User Guide</b>. CAI will develop a similar training guide specific to the workflow developed for Iowa.</p> <p>CAI is able to offer administrator training as well as VMS user training. Training regarding building and programming reports using the VMS Business Object reporting interface is also available.</p> <p>CAI also holds training and educational sessions for the business users who will be working with or managing the technical resources directly. These participants may not need in-depth VMS training, but they will still need to be acquainted with the recruiting and selection process, as well as the time approval process.</p>		
MPF - 7	<i>The Contractor will provide business hours help desk support (Monday through Friday 8:00 a.m. to 5:00 p.m.) for the application (based on the Central Time zone). Any user of the system will be allowed to contact the help desk.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to provide help desk support 8:00 a.m. to 5:00 p.m. Central Time.</p> <p>MSP Operations' administrators provide Level 1 support for any help desk calls, logging and tracking issues, and questions from both Iowa and vendor users. Having provided support under all of our MSP contracts, they have extensive expertise in all procedures related to these contracts.</p> <p>They are able to answer general questions on how to utilize the contract, but escalate to the local AMs as necessary. The team also has deep experience with the Peopleclick VMS tool and is able to answer "how to" questions related to the use of the tool from the agency, vendor, and candidate perspectives. They are capable of providing <i>ad hoc</i> training over the phone when needed, i.e., talking to the user and walking him/her through a process. Some common help desk requests are:</p> <ul style="list-style-type: none"> <li>■ Password resets</li> <li>■ Timesheet corrections</li> <li>■ Guidance on entering requisitions</li> <li>■ Addressing Peopleclick VMS problems</li> <li>■ Responding to report requests</li> <li>■ Completing user setups</li> <li>■ Providing training</li> </ul>		
MPF – 8	<i>The Contractor must report in writing any performance related issues with temporary IT staff that could have an adverse impact on the duties being performed.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to report in writing any performance issues with the selected candidates.</p> <p>The State of Iowa is hiring an MSP vendor to manage all business and human resources (HR) issues associated with IT staff augmentation, and we understand our role in resolving all issues with minimal need for direct Iowa involvement. One of our primary objectives in managing the</p>		

contract is thus to prevent issues from arising by intercepting them before they occur, or to plan mitigation to minimize their impact. Nonetheless, performance, personal, and other issues related to contract labor can and do arise. In the case where issues impact the performance of a selected candidate, CAI's Account Manager works with all parties to resolve the issue with as little impact on the agency as possible.

This narrative describes our escalation plan for the contract. CAI participants include the account executive assigned to the agency, our Executive Account Manager, and her management. Other participants in issue resolution are the MSP Operations team, including the MSP Help Desk. Our entire team is available to the State for issue resolution at any time.

## Background

CAI has gained extensive and in-depth experience administering MSP contracts in multiple states over the past five years, and we leverage our lessons learned across all accounts. Our extended management team is in weekly communication via teleconference, enabling all team members to share any unusual issues that occur related to staffing, e.g., co-employment, legal, performance, or other HR issues. Many of these occur fully in the background, i.e., without State involvement. When performance issues require us to remove an individual, we coordinate with his/her employer as well as the agency to minimize the drama associated with staff removal. We occasionally intervene between individuals and their employers such as cases where the vendor is late making payroll. The reality of managing a supply chain of labor is that human beings are a special type of "commodity," requiring a different type of management than printers, paper, or office supplies. Our objective in resolving issues is to minimize disruption to the agencies involved, thus allowing them to focus their attention on tasks related to the mission of their organization.

We currently process three types of issues, described below. For each type, the narrative describes the participants, CAI (and other) involvement, and how we record and report resolution. We also analyze trends in the types of issues as part of quality improvement and implement process changes where appropriate.

## Issue Escalation Plan

The escalation process varies depending on the user and the type of issue. For any issues associated with the VMS tool itself, i.e., software-specific issues, the user starts with the MSP Help Desk, either via telephone or email. For this kind of issue, users include State and vendor management, as well as individual contract staff who are working onsite at agency offices.

For issues unrelated to the software, we have defined separate escalation paths for Iowa users and for vendor suppliers; this is due to the nature of the business model. For issues related to a requisition or to the performance of the individual contract resource, the Iowa Hiring Manager normally contacts his/her designated Account Manager via telephone or email. All issues related to performance and client satisfaction are in turn part of contract metrics reporting and our SLA.

We escalate unusual issues to the State at the discretion of the CAI Executive Account Manager and CAI Executive Sponsor. Figure 15 shows the escalation path for each type of issue.

	AGENT	TASK/RESOLUTION	NOTIFICATION
	<b>SOFTWARE ISSUES</b>		
1	MSP Help Desk	Provide explanation on the phone or by email.	Verbally or via email.
2	MSP Operations Manager	Review issue, explain resolution to Help Desk.	Normally verbally; via print if updating process documentation.
3	Peopleclick VMS	Research/resolve issue, explain to Operations	Email and/or telephone.

	Help Desk	Manager.	
<b>AGENCY ISSUES</b>			
1	CAI Account Manager	Work with individual staff to resolve issues; remove/replace if necessary; review invoice.	Verbally or via email.
2	MSP Operations Manager	If labor- or billing-related, research and review data.	Email, normally with attachments.
3	CAI Executive Account Manager	Discuss issue with all parties, possibly including MSP managers at other accounts for advice on similar issues.	Verbally or via email, possibly including meeting in person; additional updates to process documentation, if changes occur.
4	CAI Executive Sponsor	Discuss issue with all parties, possibly including Executive sponsors at DGS.	Personal meeting with Iowa stakeholders.
<b>VENDOR ISSUES</b>			
1	MSP Help Desk	Provide explanation by phone, email, fax, or U.S. mail.	Verbally or in print via email, fax, or U.S. mail.
2	CAI Account Manager	Review issue and discuss with vendor, if necessary.	Normally verbally; via print if updating process documentation.
3	CAI Executive Account Manager	Research issue and discuss with vendor, if appropriate.	Via email and/or telephone.
4	CAI Executive Sponsor	Discuss with staff; intervene with vendor if necessary.	Via email and/or telephone.

Figure 15: Issue Escalation Plan

MPF – 9	<i>The Contractor is responsible for any expenses associated with payroll, including but not limited to, FICA, benefits, retirement, unemployment, travel expenses (unless authorized) and worker's compensation.</i>	MANDATORY PASS/FAIL
Response: Yes, CAI agrees that payroll expenses are not the responsibility of the State of Iowa. All payroll expenses are the responsibility of the employer of the selected candidate.		
MPF – 10	<i>The Contractor must report any disciplinary action, misdemeanor or felony convictions to the State for any temporary IT staff provided.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to this requirement.</p> <p>Completion of a satisfactory background check as defined by the requirements of the State of Iowa is part of the mandatory on-boarding requirements for any selected candidate. The Iowa Hiring Manager is notified of any convictions identified from these background checks for the selected candidate.</p> <p>Once on-boarded, CAI will require each sub-contractor to notify CAI when an event of this nature occurs with an employer. CAI can then inform the State Manager of any such occurrences.</p> <p>In the rare instance where an event of this nature occurs and it precludes a resource from continuing the engagement, CAI will remove the resource and work with the agency to find a suitable replacement.</p>		

MPF - 11	<i>The Contractor will make note of any consultants to the State who have been deemed unacceptable by a State entity, and will maintain a list of unacceptable consultants available for State review.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to track any selected candidate who was noted as being unacceptable by a State entity.</p> <p>Within the Peopleclick VMS, we have the capability to note a candidate as 'not eligible for hire.' This notation will flag the candidate any time he or she is submitted by any vendor.</p> <p>When the CAI Account Managers perform the candidates' screening, they search the VMS for past data on a candidate. In the event the search turns up a termination or other event that would preclude the resource from engagement, the resource is immediately rejected.</p> <p>In addition, this information can be reported within the VMS reporting system allowing CAI to provide lists of any candidates who have been flagged.</p> <p>Not only does the VMS house data on poor performance and significant events that would preclude future engagement, but it also makes data available on strong performance through the resource evaluation feature.</p> <p>This data is also available to the CAI account management team and the state users to assist in vetting candidates for future engagement.</p>		
MPF - 12	<i>The State shall be allowed to make full-time employment offers to hire temporary IT staff. All fees would stop if a conversion to full-time State employment occurs.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to allow the State of Iowa to make offers of full-time employment to any selected candidate.</p> <p>The Peopleclick VMS can be configured to note on the requirement whether Iowa intends to hire the selected candidate. This provides valuable information to the vendor network to help them determine if they want to submit a candidate to a position where the candidate is likely to be hired.</p>		
MPF - 13	<i>Under normal circumstances the State will provide two weeks notice before ending a consultant engagement. However, the State reserves the right to remove any consultant from the work site at anytime for any reason with or without notice to the Contractor.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI acknowledges the State's right to remove a selected candidate at any time and for any reason.</p> <p>If a State Manager finds it necessary to end the engagement of the resource, the CAI Account Manager is immediately accessible to manage what can be a sensitive process. The CAI Account Manager will speak with the State Manager and determine the best method of terminating an engagement. If the termination is for cause and an immediate dismissal is needed, the Account Manager will be available to facilitate the removal of the resource from the job site, and ensure all materials, security badges, and equipment are returned. The CAI Account Manager also communicates these events to the resource's employer and works with the vendor to process the disengagement. These instances are documented in the VMS tool and monitored to prevent the resource from future engagement.</p> <p>In some cases the State may determine the resource isn't a good technical fit for the position, and they may choose to give a two-week notice. In these instances, CAI will work with the State and the resource to ensure the roll-off is smooth and orderly.</p> <p>Any instance of a termination is accompanied by the off-boarding and engagement close-out in the VMS tool which is performed by the MSP Operations team.</p>		

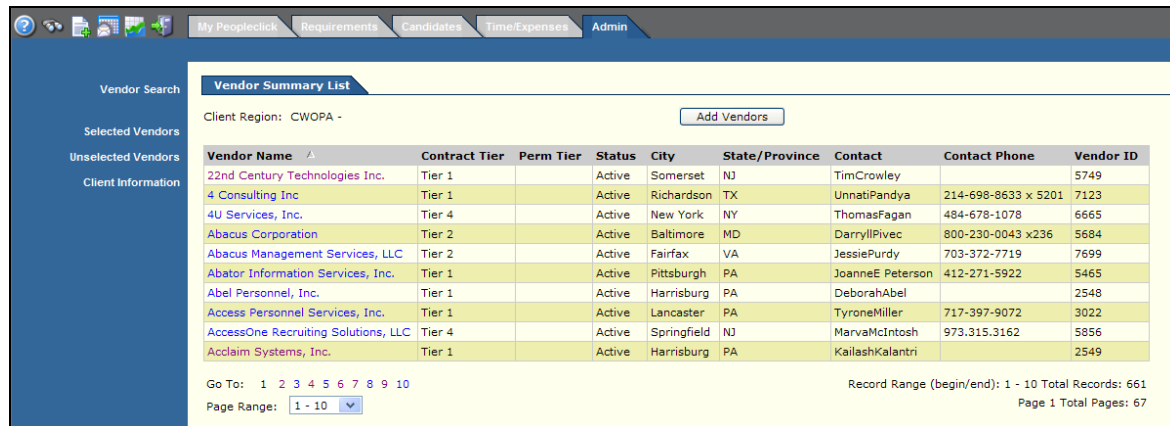
MPF –  
14

VMS web application must have the ability to list subcontractor firms supplying temporary IT staff and the names of those staff.

MANDATORY PASS/FAIL

Response: Yes, the Peopleclick VMS is able to list the vendor firms participating in the network for the MSP contract as well as the selected candidates.

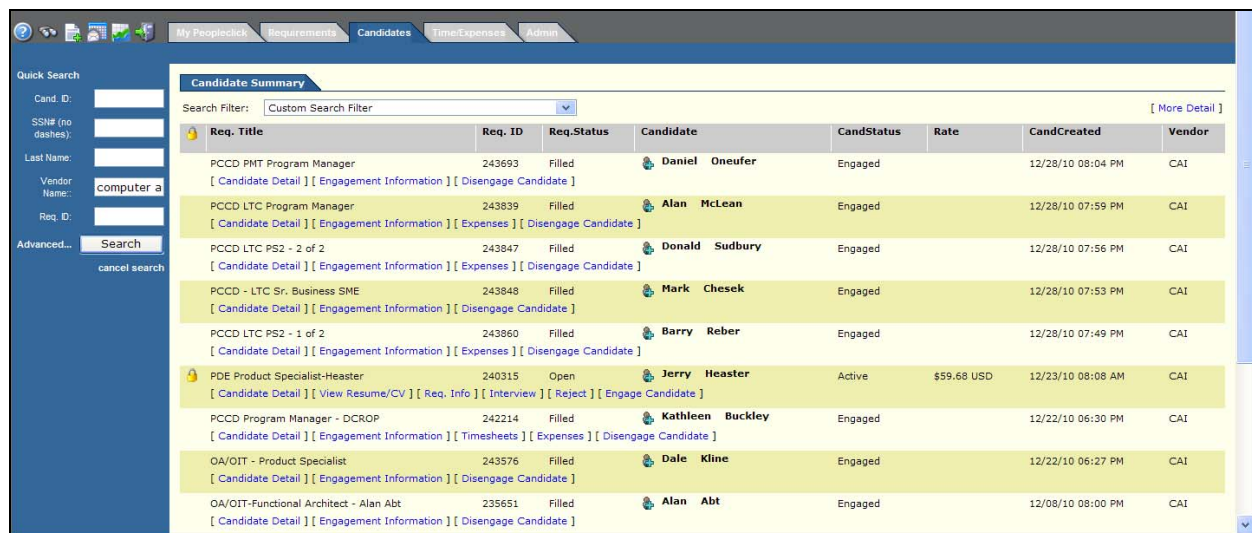
The Peopleclick VMS has several means of providing this information. First, an Iowa user can display all vendors in the network via a page within the application, as shown in Figure 16.



Vendor Name	Contract Tier	Perm Tier	Status	City	State/Province	Contact	Contact Phone	Vendor ID
22nd Century Technologies Inc.	Tier 1		Active	Somerset	NJ	TimCrowley		5749
4 Consulting Inc.	Tier 1		Active	Richardson	TX	UnnatiPandya	214-698-8633 x 5201	7123
4U Services, Inc.	Tier 4		Active	New York	NY	ThomasFagan	484-678-1078	6665
Abacus Corporation	Tier 2		Active	Baltimore	MD	DarrylPivec	800-230-0043 x236	5684
Abacus Management Services, LLC	Tier 2		Active	Fairfax	VA	JessiePurdy	703-372-7719	7699
Abator Information Services, Inc.	Tier 1		Active	Pittsburgh	PA	JoanneE Peterson	412-271-5922	5465
Abel Personnel, Inc.	Tier 1		Active	Harrisburg	PA	DeborahAbel		2548
Access Personnel Services, Inc.	Tier 1		Active	Lancaster	PA	TyroneMiller	717-397-9072	3022
AccessOne Recruiting Solutions, LLC	Tier 4		Active	Springfield	NJ	MarvaMcIntosh	973.315.3162	5856
Acclaim Systems, Inc.	Tier 1		Active	Harrisburg	PA	KailashKalantri		2549

Figure 16: Vendor Summary List

Secondly, through the search capabilities within the application, an Iowa user can list the engaged candidates for a specific vendor, an example of which is shown in Figure 17.



Req. Title	Req. ID	Req. Status	Candidate	CandStatus	Rate	CandCreated	Vendor
PCCD PMT Program Manager	243693	Filled	Daniel Oneufer	Engaged		12/28/10 08:04 PM	CAI
PCCD LTC Program Manager	243839	Filled	Alan McLean	Engaged		12/28/10 07:59 PM	CAI
PCCD LTC PS2 - 2 of 2	243847	Filled	Donald Sudbury	Engaged		12/28/10 07:56 PM	CAI
PCCD - LTC Sr. Business SME	243848	Filled	Mark Cheseck	Engaged		12/28/10 07:53 PM	CAI
PCCD LTC PS2 - 1 of 2	243860	Filled	Barry Reber	Engaged		12/28/10 07:49 PM	CAI
PDE Product Specialist-Heaster	240315	Open	Jerry Heaster	Active	\$59.68 USD	12/23/10 08:08 AM	CAI
PCCD Program Manager - DCROP	242214	Filled	Kathleen Buckley	Engaged		12/22/10 06:30 PM	CAI
OA/OIT - Product Specialist	243576	Filled	Dale Kline	Engaged		12/22/10 06:27 PM	CAI
OA/OIT-Functional Architect - Alan Abt	235651	Filled	Alan Abt	Engaged		12/08/10 08:00 PM	CAI

Figure 17: Candidate Summary List

Third, ad hoc or delivered reports can be developed to provide a list of the vendors in the network and candidates provided by those vendors.

MPF – 15	<i>Selected candidates will be required to sign and adhere to the State and Agency policies and procedures (e.g., Confidentiality policies and procedures, Acceptable Use policy and procedure, IRS, HIPAA, etc.)</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to adhere to the requirement that selected candidates must sign specified agency documents.</p> <p>CAI includes, as part of our on-boarding processes, the execution by each selected resource of any and all documentation required by the State of Iowa. During Implementation we will work with Iowa to discover these unique requirements and we will build them into the on-boarding process for each of the resources.</p> <p>The VMS tool enables us to publish the requirement, require submission of these credentials, and track any relevant expiration dates.</p> <p>Participating vendors will agree to the requirement at the contract level in the sub-agreements, and they will be alerted to specific engagement level requirements via the VMS software.</p>		
MPF – 16	<i>The Contractor must agree that the State will pay the same rate for all hours worked.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI acknowledges the requirement and affirms the business policy of paying the same rate for all hours worked for a selected resource; we also include this requirement in the flow-down contract to our vendor network.</p> <p>We also acknowledge requirements by all parties to support the Fair Labor Standards Act (FLSA) and state compensation laws, based on the pay scale of the individual contractor. In cases where an individual works overtime, his/her employer is responsible for following state and Federal laws to ensure appropriate compensation; for non-exempt employees, this requires that their employer pay them 1.5 times their hourly rate.</p> <p>Based on state and Federal law, we assume this requirement refers to the Iowa's intention to pay straight bill rates for work performed on evenings and weekends, as long as the labor occurs within a 40-hour work week.</p> <p>We also assume that the State has no intention of requiring contractor staff to work in excess of 40 hours per week. We can clarify this in contract negotiations.</p>		
MPF – 17	<i>The Contractor must agree to the following maximum response times when providing State requested candidate resumes: Normal: Two weeks; In some cases, State may require an expedited response.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI acknowledges the requirements to provide candidate résumés within at least two weeks. CAI will work with each of the managers issuing the Job requirements to determine the best turnaround time for their requirement, in order to accommodate the State's request for flexibility in the return window.</p> <p>We propose to provide three qualified candidates within three working days. Our experience from our five other state MSP contracts shows that qualified candidates are not available for more than a week. Therefore, we tighten this window so that a well-qualified candidate can be engaged before they agree to take another position.</p>		
MPF – 18	<i>An electronic application process is required. Contractor should briefly describe the process they will use.</i>	MANDATORY PASS/FAIL

Response: Yes, CAI utilizes the Peopleclick VMS as the electronic method of facilitating the workflow from submitting the requirement, to candidate submittal and selection, to candidate time tracking, and reporting.

## Requisition Process

The fulfillment process occurs in the form of a requisition, using the Peopleclick VMS. Our Account Managers receive the resource request electronically; they are notified in the Peopleclick VMS and electronically via email and their Blackberry devices. They review it with the Agency Hiring Manager, if necessary, and then submit it to the network via the Peopleclick VMS. They review and screen candidate submittals and submit the most qualified candidates to the Agency Hiring Manager via the Peopleclick VMS. After the Agency Hiring Manager interviews and selects a candidate, our Account Manager coordinates all efforts associated with bringing the candidate on board. The full business process is summarized in Figure 18.

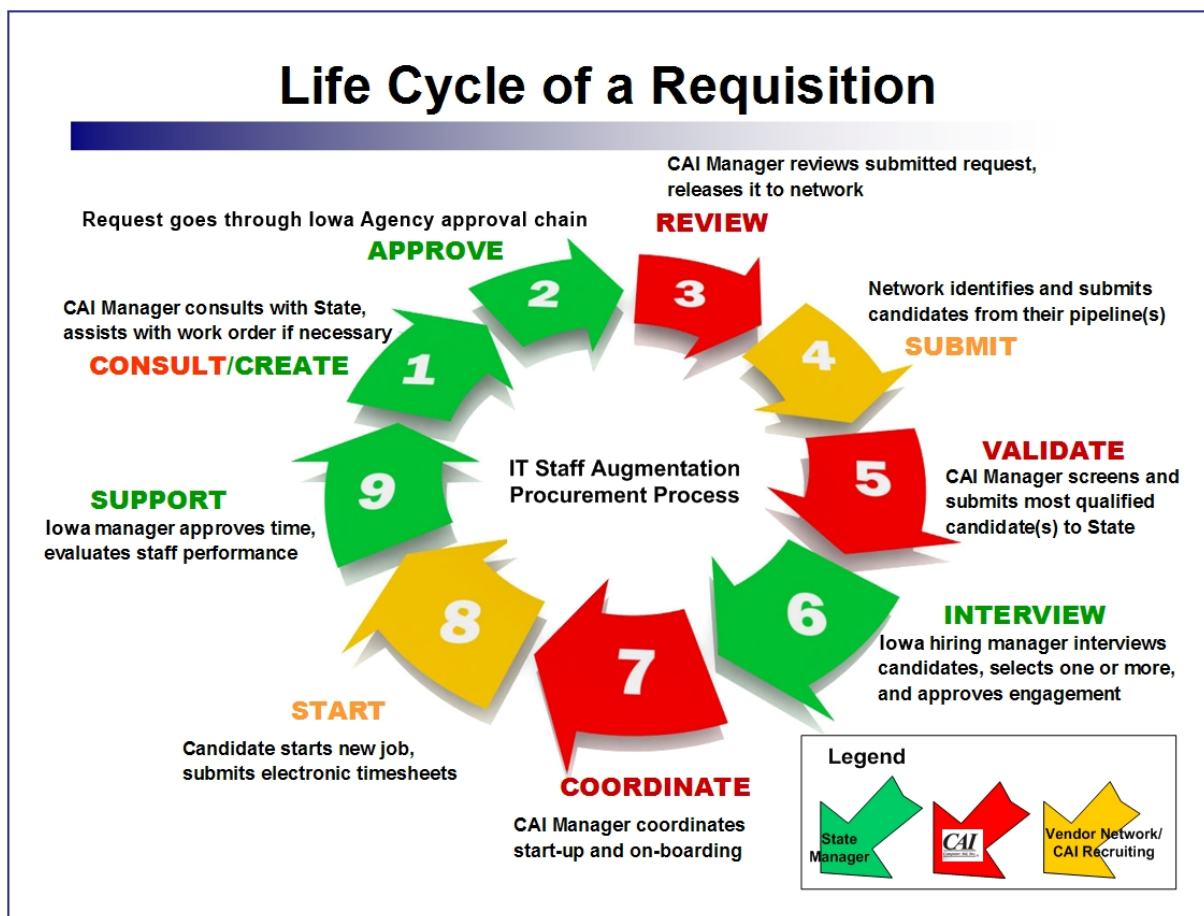


Figure 18: Workflow for Fulfilling a Requisition Request

The full process is described in our response to MS – 1.

MPF – 19	<i>The State will approve in advance candidate work that is off-site or conducted remotely.</i>	MANDATORY PASS/FAIL
<p>Response: Yes. CAI acknowledges that the State of Iowa must approve remote work prior to it occurring.</p> <p>CAI has the ability to configure Peopleclick VMS with user defined fields on the requirement template. CAI will add a field called 'Off-site Work Allowed' to each requirement. The agency hiring manager will be able to approve off-site work at the time of creating the requirement. This allows the vendor to know immediately if they are allowed to work off-site and/or remotely.</p>		
MPF – 20	<i>Contractor will only provide candidates eligible to work in the United States. (The State will not sponsor visas for candidates under this contract.). Verification for individual candidates may be requested.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, CAI agrees to provide only candidates eligible to work in the United States.</p> <p>This requirement will be included in our subcontractor agreements which must be signed by every vendor before becoming part the vendor network for the State of Iowa. In addition, the vendors will be required to acknowledge that each candidate submitted is eligible to work in the United States.</p> <p>The VMS software has the functionality to document the work eligibility status of any individual resource, and make the information available to agency users. The VMS can also house and track the expirations for specific documents or visas.</p>		
Req #	Requirement	Required Response: Yes/No
MPF – 21	<i>The Contractor must have a system redundancy plan that will include a Disaster Recovery Plan (DRP). The DRP must include the response time to restore the system in the event of a failure of the primary system as well as a scheduled system backup process to protect data.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, Peopleclick Authoria has an established and documented business continuity plan. Planning for the business disaster recovery (DR) of an organization is a complex task requiring much planning and cooperation from a variety of business units. The Peopleclick DR plan outlines these efforts reflecting input from representatives of the various business units and analysis by the Chief Executive Officer as well as Chief Technology Officer/Chief Operating Officer. It outlines all of the processes required to properly prepare for a disaster including:</p> <ul style="list-style-type: none"> <li>■ Disaster Recovery Teams</li> <li>■ Immediate response, notification, and contact procedures</li> <li>■ Plan activation procedures</li> <li>■ Administrative procedures</li> <li>■ Hardware, software, telecommunications, and configuration documentation</li> <li>■ Damage assessment methodology</li> <li>■ Detailed recovery procedures</li> <li>■ Plan distribution and control procedures</li> </ul> <p>Our DR plan is tested annually. The scope of these tests is to confirm the recovery steps required as well as to measure the time it takes to complete the build from the backup environment. In general, Peopleclick allocates all available servers in the Raleigh location and attach them to the already built staging environments for the VMS application. The allocated servers will strengthen the already customer facing staging environments. All clients would be functional within the VMS application within a 24-hour time frame.</p>		

MPF - 22	The Contractor must report actual system availability and response times to the State quarterly.	MANDATORY	PASS/FAIL																																																
<p>Response: Yes, CAI agrees to report to the State of Iowa the availability and response time of our VMS application, Peopleclick VMS, quarterly.</p> <p>Figure 19 shows the Peopleclick hub availability for the past two years as reported by Peopleclick.</p> <div><p>Availability</p><table><thead><tr><th>Date</th><th>Availability (%)</th></tr></thead><tbody><tr><td>Jan-09</td><td>99.80</td></tr><tr><td>Feb-09</td><td>99.60</td></tr><tr><td>Mar-09</td><td>99.95</td></tr><tr><td>Apr-09</td><td>99.95</td></tr><tr><td>May-09</td><td>99.90</td></tr><tr><td>Jun-09</td><td>99.95</td></tr><tr><td>Jul-09</td><td>99.95</td></tr><tr><td>Aug-09</td><td>99.90</td></tr><tr><td>Sep-09</td><td>99.45</td></tr><tr><td>Oct-09</td><td>99.05</td></tr><tr><td>Nov-09</td><td>99.55</td></tr><tr><td>Dec-09</td><td>99.30</td></tr><tr><td>Jan-10</td><td>99.35</td></tr><tr><td>Feb-10</td><td>99.95</td></tr><tr><td>Mar-10</td><td>99.95</td></tr><tr><td>Apr-10</td><td>99.95</td></tr><tr><td>May-10</td><td>99.40</td></tr><tr><td>Jun-10</td><td>99.95</td></tr><tr><td>Jul-10</td><td>100.00</td></tr><tr><td>Aug-10</td><td>99.95</td></tr><tr><td>Sep-10</td><td>99.95</td></tr><tr><td>Oct-10</td><td>99.90</td></tr><tr><td>Nov-10</td><td>99.95</td></tr></tbody></table></div> <p>Figure 19: Peopleclick VMS Availability</p>				Date	Availability (%)	Jan-09	99.80	Feb-09	99.60	Mar-09	99.95	Apr-09	99.95	May-09	99.90	Jun-09	99.95	Jul-09	99.95	Aug-09	99.90	Sep-09	99.45	Oct-09	99.05	Nov-09	99.55	Dec-09	99.30	Jan-10	99.35	Feb-10	99.95	Mar-10	99.95	Apr-10	99.95	May-10	99.40	Jun-10	99.95	Jul-10	100.00	Aug-10	99.95	Sep-10	99.95	Oct-10	99.90	Nov-10	99.95
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Nov-10	99.95																																																		
MPF - 23	The VMS system must have the ability to designate roles, security and update users of the system.	MANDATORY	PASS/FAIL																																																
<p>Response: Yes, Peopleclick VMS has the ability to designate roles and update user profiles.</p> <p>Each user is given a profile within Peopleclick VMS. In addition to basic information such as name, email address, and phone number, the user is assigned a User Authority Level (UAL) which determines the level of access within Peopleclick VMS as defined below.</p> <p><b>User Authority Level Descriptions:</b></p> <table><tr><td><b>Admin</b></td><td>Admin users can create, update, and view their own organization's requirements, candidates, and engagements. They have the ability to make additions and changes within the application, such as resetting other users' passwords, adding users, changing settings, and running reports. Admin users can access and edit every page of the application.</td></tr><tr><td><b>Approve</b></td><td>Approve users can create, update, and view their own organization's requirements, candidates, and engagements. Approve users are typically users who require global access to view, edit/manage or report on requirements, candidate, and engagement data. Approve users have access to a number of delivered reports. Approve authority users can access every page of the application, but are unable to edit the Client Configuration pages under the Admin tab. <b>Note:</b> The Approve user authority level is not directly associated as an "approval type." If</td></tr></table>				<b>Admin</b>	Admin users can create, update, and view their own organization's requirements, candidates, and engagements. They have the ability to make additions and changes within the application, such as resetting other users' passwords, adding users, changing settings, and running reports. Admin users can access and edit every page of the application.	<b>Approve</b>	Approve users can create, update, and view their own organization's requirements, candidates, and engagements. Approve users are typically users who require global access to view, edit/manage or report on requirements, candidate, and engagement data. Approve users have access to a number of delivered reports. Approve authority users can access every page of the application, but are unable to edit the Client Configuration pages under the Admin tab. <b>Note:</b> The Approve user authority level is not directly associated as an "approval type." If																																												
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	approvals are used, the approval level is a separate user designation. The user authority level allows user access to view or edit data.	
<b>Create</b>	Create users can create, update, and view their own organization's requirements and candidates. They can also run a limited number of reports. Create users are typically those employees, such as Hiring Managers, who have a staffing need and who will be entering requirements and responding to candidate submissions. Create authority users can access all requirement and candidate pages and the engagement pages that they are associated to. Create users can also access all the pages under the Admin tab, but are unable to edit them.	
<b>Update</b>	Update users can update and view their organization's requirements and candidates. They are also able to run a limited number of reports. Update users are typically those employees who are involved in the staffing process, but usually after a requirement is posted or an engagement occurs. Update users can access all requirement and candidate pages and the engagement pages that they are associated to as a contact. Update users can also access all the pages under the Admin tab, but are unable to edit them.	
<b>View</b>	View users can view their organization's requirements and candidates. View users are typically those employees who need to see staffing information, but do not need to submit or manage data through the application. View users are only able to edit their own User Information page. They have access to all requirement and candidate pages and the engagement pages that they are associated to as a contact. View users can also access all the pages under the Admin tab, but are unable to edit them.	
<b>Time Entry</b>	Time Entry users can do nothing but enter time against their associated engagement.	
<i>MPF - 24</i>	<i>The VMS system must have the ability to generate email enabled notices as part of the work flow, preferably with links that take the recipient directly to the relevant page in the system.</i>	<i>MANDATORY PASS/FAIL</i>
<p>Response: Yes, Peopleclick VMS has the ability to generate email notices.</p> <p>At each step in the workflow where an action is required by a user, an email is generated from Peopleclick which contains a link that enables the user to go directly to the page into the application where action is required. These workflow steps include, but are not limited to, requirement approval, candidate review, and timesheet approval. A sample of a requirement approval email is depicted in Figure 20.</p>		

Your approval has been requested for a new requirement.

Requirement Justification: Position needed for MM enhancements at ASC

Click link to access requirement approval:  
<https://vms.peopleclick.com/7000/7020.aspx?reqID=243317>

Role / Title: DFA-AASIS SAP MM/E-Procurement SC3 SC3  
System Requirement ID: 243317  
Client Name: State of Arkansas

Click link to access requirement information:  
<https://vms.peopleclick.com/7000/7020.aspx?reqID=243317>

R280 (31824672) :1810

Figure 20: Sample Requirement Approval Email

The verbiage within the emails can be configured to correspond to Iowa's specifications. This enables almost immediate approvals, sent via email to a mobile web-enabled device.

MPF - 25	<i>The VMS system must have the ability for State agencies to post temporary IT staffing requirements using the system.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, Peopleclick VMS allows for the posting of temporary IT staffing requirements. Requirement templates are created for each job title under the MSP contract. When the Agency Hiring Manager creates his/her requirement within Peopleclick VMS, they start with a template that has the basic standard information related to that particular job title pre-filled which allows for quick completion of the requirement and release to the vendor network.</p>		
MPF - 26	<i>Primary VMS system usage will be M-F, 7AM – 6PM, however, it is expected that the system will be available at all times other than reasonable down times allowed for maintenance. Maintenance windows will be negotiated with the State but cannot be during normal usage hours.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, with the exception of scheduled maintenance outages, Peopleclick VMS is available 24 hours per day, 7 days per week.</p> <p>The State of Iowa will be notified of any and all maintenance outages. The normal timeframe for these outages is during non-business hours.</p>		
MPF - 27	<i>The VMS system must have the ability to perform partial name searches on current and historical (e.g. IT consultant, vendor) data using a proven pneumatic or phonetic algorithm.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, Peopleclick VMS provides search capabilities throughout the application. Each page contains Quick Search capabilities. The Quick Search for requirements is depicted in Figure 21.</p>		

Figure 21: Requirements Quick Search

Advanced searches are also available for vendors, candidates, requirements, etc. The advanced search page is depicted in Figure 22.

Figure 22: Advanced Search Screen

MPF – 28	<i>The VMS web-based system must continue to be accessible through industry standard browsers. The Contractor should describe the browsers currently capable of accessing the proposed solution and their commitment to provide current industry standard browsers.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, Peopleclick VMS is accessible through industry standard browsers.</p> <p>Browsers supported are Internet Explorer 7.0 and Firefox 3.x, with Internet Explorer 8.0 on our roadmap.</p>		
MPF - 29	<i>The VMS system must comply with the “State of Iowa Web Page Best Practice: Accessibility” requirements. Document attached with RFP.</i>	MANDATORY PASS/FAIL
<p>Response: Yes, Peopleclick VMS complies with most of the accessibility requirements while others are not required as part of the functionality of the application. The compliance details are detailed below.</p>		

## Web Page Accessibility Best Practices

It is the Web page accessibility best practices of Iowa that:

1. A text equivalent for every non-text element may be provided (e.g., via "alt", "longdesc", or in element content).  
All functional or contextual images are supplemented with a descriptive textual equivalent.  
All purely aesthetic or formatting images include a null value for alternate text such that assistive technology tools such as screen readers will omit the image as they read the page content.
2. Equivalent alternatives for any multimedia presentation may be provided.  
Peopleclick Authoria VMS does not include multimedia presentations.
3. Web pages may be designed so that all information conveyed with color is also available without color, for example from context or markup.  
All information conveyed with color is also conveyed without color.
4. Documents may be organized so they are readable without requiring an associated style sheet.  
This is not supported within Peopleclick Authoria VMS.
5. Redundant text links may be provided for each active region of a server-side image map.  
VMS functionality does not include server-side image maps.
6. Row and column headers may be identified for data tables.  
This is not supported within Peopleclick Authoria VMS.
7. Markup may be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.  
VMS does not include tables requiring two or more logical levels in the core product.
8. Frames may be titled with text that facilitates frame identification and navigation.  
VMS functionality does not require use of frames.
9. Pages may be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.  
Peopleclick Authoria VMS does not have any icons or flicker animation in the product.
10. When compliance cannot be accomplished in any other way, a text-only page, with equivalent information or functionality, may be provided to make a Website comply with the provisions of this best practice and the content of the text-only page may be updated whenever the primary page changes.  
Peopleclick Authoria VMS does not currently support a text-only page equivalent.
11. When pages utilize scripting languages to display content, or to create interface elements, the information provided by the script may be identified with functional text that can be read by assistive technology.  
Testing will be conducted in Q22011 to further explore this functionality, coinciding with the next major release, v 6.0, which includes a GUI refresh.
12. When electronic forms are designed to be completed on-line, the form may allow people using assistive technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.  
Testing will be conducted in Q22011 to further explore this functionality, coinciding

with the next major release, v 6.0, which includes a GUI refresh.

13. A method may be provided that permits users to skip past repetitive navigation links and jump to the main content of the page.

This functionality will be verified and addressed in a future release if any changes are necessary for compliance.

14. When a timed response is required, the user may be alerted and given sufficient time to indicate more time is required.

This is not supported within Peopleclick Authoria VMS.

15. Agencies may ensure that completely automated programs to tell computers and humans apart (CAPTCHA) or similar security tools provide the same functionality for users of assistive technology and users who do not use assistive technology.

Peopleclick Authoria VMS does not include CAPTCHA technology.

16. Until user agents can automatically read aloud the text equivalent of a visual track, provide an auditory description of the important information of the visual track of a multimedia presentation.

Peopleclick Authoria VMS does not include multimedia presentations.

17. For any time-based multimedia presentation (e.g., a movie or animation), synchronize equivalent alternatives (e.g., captions or auditory descriptions of the visual track) with the presentation.

Peopleclick Authoria VMS does not include multimedia presentations.

18. Clearly identify changes in the natural language of a document's text and any text equivalents (see equivalents definition).

All functional or contextual images are supplemented with a descriptive textual equivalent.

All purely aesthetic or formatting images include a null value for alternate text such that assistive technology tools such as screen readers will omit the image as they read the page content.

19. Ensure that equivalents for dynamic content are updated when the dynamic content changes.

Peopleclick Authoria VMS does not include dynamic content.

20. Ensure that pages are usable when scripts, applets, or other programmatic objects are turned off or not supported. If this is not possible, provide equivalent information on an alternative accessible page.

Peopleclick Authoria VMS does not include this type of content.

21. Make programmatic elements such as scripts and applets directly accessible or compatible with assistive technologies.

Peopleclick Authoria VMS does not include this type of content.

22. Provide client-side image maps instead of server-side image maps except where the regions cannot be defined with an available geometric shape.

VMS functionality does not include client-side image maps.

23. Use the clearest and simplest language appropriate for a site's content.

Most site language (field labels, etc.) can be configured to your preferences during implementation.

This page intentionally left blank.

## 4.3 Mandatory Scored Technical Requirements

*All items listed below are Mandatory Scored Technical Requirements. All requirements must be met; they will be evaluated and scored by the evaluation committee in accordance with Section 5. Proposals that do not have a minimum score of 60% of the total points available for the Mandatory Scored Technical requirements will be rejected.*

<i>Req #</i>	<i>Requirement</i>	<i>Required</i>
<i>MS - 1</i>	<p><i>The Contractor must provide a description of their proposed Vendor Management Services. Include unique or innovative features and advantages/benefits to the State. At a minimum the description should include:</i></p> <p><i>Summary of overall capabilities and experience in providing the staffing for vendor management solutions. Describe:</i></p> <p><i>Requisition Process</i></p> <p><i>Internal Workflow Approval Process</i></p> <p><i>Candidate Submission and Selection</i></p> <p><i>Selecting new IT Contractor vendors</i></p> <p><i>Timekeeping</i></p> <p><i>Reporting</i></p> <p><i>Any unique characteristics which set you apart from other contractors</i></p>	<i>MANDATORY SCORED</i>
<p>Response:</p> <p>The full requisition process is summarized in Figure 23. The narrative text immediately below describes the workflow from Iowa submission to candidate submission to CAI fulfillment of the position.</p>		

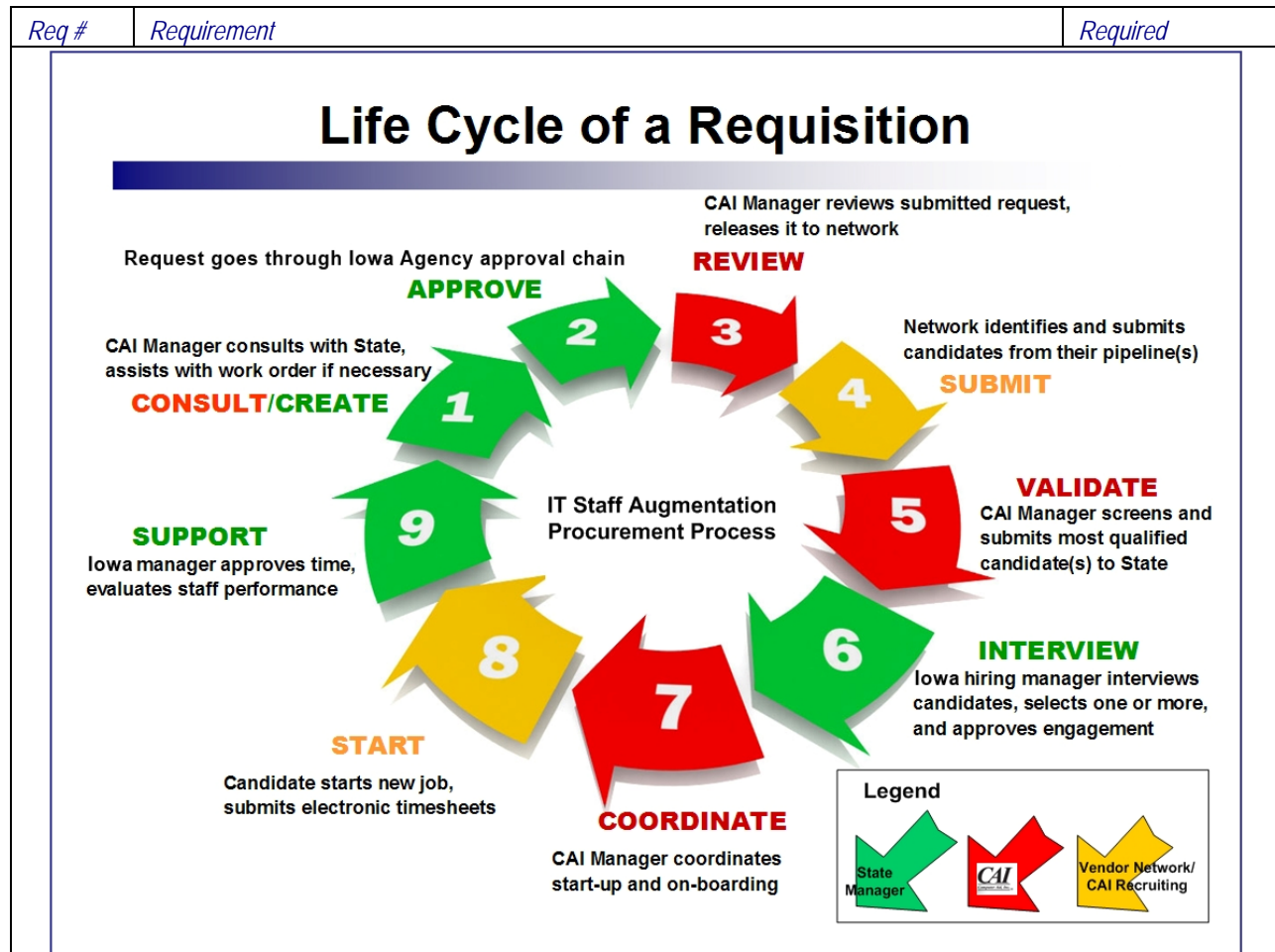


Figure 23: Workflow for Fulfilling a Requisition Request

### Consult/Create

- The Hiring Manager contacts the CAI Account Manager to discuss the need.
- The CAI Account Manager provides guidance to develop a cost-effective recommendation for job title and skill category.
- The agency with the requisition begins funding the request process.
- The Hiring Manager chooses a job title from a list of templates within the Peopleclick VMS tool.
- The templates include generic skills information for that job title and are pre-filled with specific data based on what the user enters into the requisition.
- The Hiring Manager can modify the requisition by specifying the exact responsibilities, skills, and certifications needed for this particular need, including using the new "Skill Categories" functionality presented in this proposal.
- The Hiring Manager specifies the duration of the engagement.
- The established hourly rate is prefilled for the Hiring Manager, based on the geography, labor category, and skill set.
- The PO is delivered directly from the agency via email, fax, or hard copy. If the PO is not received prior to release of requisition, the Account Manager works with the agency

Req #	Requirement	Required
	<p>to ensure the PO is received before the selected resource starts the engagement.</p> <h3>Approving a Requisition/Review</h3> <ul style="list-style-type: none"> <li>Agency approval of a requisition occurs within Peopleclick VMS via the agency's internal hierarchy. The agency internal approval chain is tailored to the specific requirements of the agency, including executive level approvals such as a Community of Practice approver.</li> <li>The CAI Account Manager completes final review of the requisition. The requisition is reviewed to ensure the job title matches the skills requested and that the requisition is complete and accurate.</li> <li>Requisitions which are out of compliance are routed back to the appropriate Iowa Manager for further review and approval.</li> <li>If the CAI Account Manager determines the requisition is complete, he/she releases it using the Peopleclick VMS tool to either the vendor network or the firm associated with a specific resource request.</li> </ul> <h3>Fulfilling a Specific Resource Request</h3> <p>The contractual option of allowing users to request a specific resource is important to a successful program because it enables users to rely on a resource who has previously performed the work. The state can enjoy savings through the standard rate card and through a shorter engagement duration, since a known resource has less ramp-up time. The VMS tool allows for the named resource to be revealed in the job requirement so it is visible to all approvers, and CAI still performs the same quality control and screening on direct resource requests to insure the candidates are qualified and that the job requirements are properly scoped and placed within the fixed rate card. The direct requests are reported on Quarterly so the State can monitor the usage of direct requests as well as those positions released through the competitive process.</p> <ul style="list-style-type: none"> <li>If the requisition names a specific resource, the requisition is released only to that vendor.</li> <li>The vendor submits that specific candidate via the Peopleclick VMS tool.</li> <li>The CAI Account Manager screens the candidate to validate that the candidate possesses the skills necessary to fill the position, and enters the notes into Peopleclick VMS.</li> <li>If the specified candidate does not meet the screening criteria and does not possess the necessary skills, the agency is notified.</li> <li>The CAI Account Manager forwards the candidate to the agency and confirms the start date with the agency and provides that information to the vendor and candidate.</li> <li>The CAI Account Manager walks the candidate in on the first day whenever possible.</li> </ul>	<h4>How Do You Know What You Need?</h4> <p>Agencies sometimes have trouble determining how many/what kind of IT hours they will need, especially if the requirements are vague. We are happy to help estimate probable labor requirements and sometimes ask one of our technical SMEs to meet with agency management.</p> <p><i>We help out where we can, even if it's not in the contract.</i></p>

Req #	Requirement	Required
<h2>Releasing a Competitive Requisition to Vendor Network</h2>		
<ul style="list-style-type: none"> <li>■ Unless executing a specific resource request as directed by Iowa, CAI will follow the agreed upon strategy of releasing the requisitions to different vendor tiers at different time intervals.</li> <li>■ At any point in the release cycle, CAI may feel the candidates submitted are not adequate to fill the requisition. In that case, the CAI Account Manager “pushes” the requisition to all of the vendor tiers.</li> <li>■ All vendors receive an email notification when a new requisition has been released to their tier.</li> </ul>		
<div> <b>Tricks of the Trade</b> <p>Most active participating firms will have a pipeline of pre-screened candidates, including background checks and employment verification. Our most active and successful suppliers closely monitor the weekly email describing anticipated requirements and will respond to the requisition within hours of its release to the network.</p> <p><i>We help prepare our vendors spring into action.</i></p> </div>		
<h2>Submit/Validate Candidate</h2>		
<ul style="list-style-type: none"> <li>■ Vendors submit their candidates via the Peopleclick VMS tool.</li> <li>■ For each candidate, there is a standard set of check-boxes or input fields for the vendor to use to affirm key data, such as the skills the candidate possesses and his/her availability, as shown in Figure 24. The vendor must respond to each required and desired skill and notate the candidate’s years of experience in each one.</li> <li>■ Figure 24 shows the “Candidate Detail” screen, which is a primary means for the vendor to summarize the most relevant characteristics of the candidate. Peopleclick VMS utilizes this information to calculate an electronic score for each submission, algorithmically weighting the skills and compliance. The electronic ranking helps both CAI and the Iowa Hiring Manager to have an easy overall view of multiple candidates for side-by-side analysis.</li> </ul>		

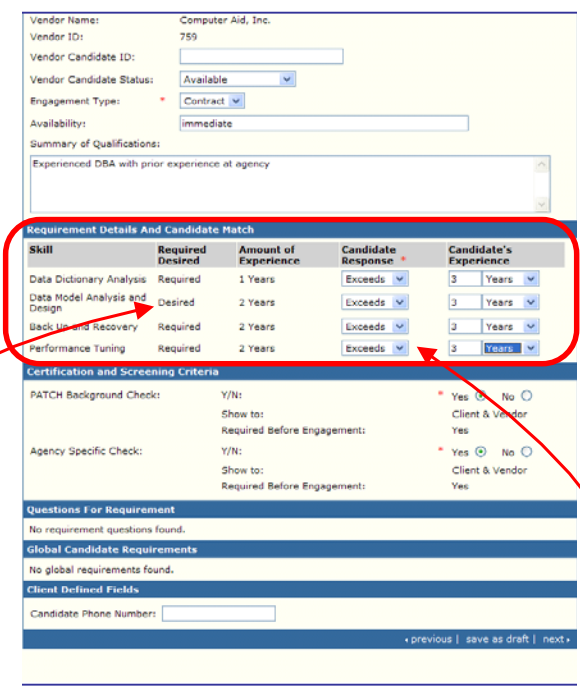
Req #	Requirement	Required
	 <p><i>Vendors notate compliance with skills needed</i></p>	

Figure 24: Peopleclick VMS Candidate Detail Screen

- The CAI Account Manager validates the submitted candidates.
- Peopleclick VMS provides a display of the candidates with scoring for comparison and ranking. The overall score is broken down by skill/certification matching. All requested information is listed, i.e., skill sets, certifications, years of experience, and availability dates.
- Candidates who do not have a résumé attached to their profile in the Peopleclick VMS tool will be rejected.
- The Account Manager reviews the candidate submissions and calls the candidates to validate the information provided by the submitting vendor. It is our experience that validating the candidate by phone is the best method of determining the accuracy of his/her skill, interest, availability, and vendor representation. By speaking with the candidate, we are able to deliver a higher quality of available and interested resources to Iowa. We are also able to reject all candidates deemed not ready for assignment for any reason, such as issues with communication, location of assignment, traveling for interviews, and vendor representation. This process enables us to provide the Iowa Hiring Manager with a set of pre-qualified, available candidates ready for interview and selection. This is an important quality control aspect of our solution which saves time for Iowa managers.
- The Account Manager documents the results of the screening in Peopleclick VMS and forwards the best candidates to make up Round 1 – the number of candidates required is based on the agency's discretion.
- The Iowa Hiring Manager receives an email with a hot link directly to the candidate's detailed information.

<i>Req #</i>	<i>Requirement</i>	<i>Required</i>
	<ul style="list-style-type: none"> <li>■ The Hiring Manager is able to take advantage of the same comparison and review via the Peopleclick VMS tool and the Hiring Manager can quickly assess the skills for the candidates presented and make selections for interviews.</li> <li>■ Hiring Managers can also input comments on the requisition and/or on specific candidates.</li> </ul>	
	<h3>Interview</h3> <ul style="list-style-type: none"> <li>■ The CAI Account Manager works with the Hiring Manager and the vendor to schedule all interviews. Interviews can occur via phone or in person.</li> <li>■ The CAI Account Manager presents the candidate in person for the interview when a face-to-face interview is required.</li> <li>■ If, after interviewing the candidates, the Hiring Manager finds none of them are acceptable, the CAI Account Manager forwards an additional batch of qualified candidates for Round 2.</li> </ul>	
	<h3>Coordinate Onboarding</h3> <ul style="list-style-type: none"> <li>■ Once a candidate is selected, our Account Manager notifies the vendor, verifies the candidate is still available, ensures he/she has completed the necessary background checks, and trains him/her in use of the Peopleclick VMS tool for time reporting, and completes all other tasks related to onboard.</li> <li>■ The CAI Account Manager also ensures that the candidate knows where and to whom to report on the first day of the assignment.</li> <li>■ The CAI Account Manager walks the candidate in on the first day whenever possible.</li> </ul>	
	<h3>Offboarding</h3> <ul style="list-style-type: none"> <li>■ When the candidate's assignment is complete, the CAI Account Manager executes the offboarding process, including verifying that he/she has returned any agency property, performed any necessary knowledge transfer, and completed the final weekly timesheet.</li> <li>■ The Hiring Manager is prompted to complete the final evaluation of the candidate's performance within the Peopleclick VMS tool.</li> </ul>	
	<h3>User Guides</h3> <p>We provide user guides for both State users and suppliers. We have provided examples of these guides in <a href="#">Appendix C: PA User Guide</a> and <a href="#">Appendix G: Vendor Training Guide</a>.</p>	
	<h3>Selecting New IT Contracting vendors</h3> <p>CAI recognizes the need for a scalable vendor network which easily adapts to market supply and demand and enables the State to reach candidates with even the most niche of IT skills. CAI is skilled in building networks and recruiting firms to best meet the needs for skilled IT labor.</p> <p>We actively pursue firms when building a vendor network by recruiting from the State's incumbent supplier base. We target the local suppliers first as we have in this proposal and invite them to participate in the network.</p> <p>During Implementation we'll hold vendor meeting to speak with and train these firms on how best to participate. The firms that choose to participate in many cases will also choose</p>	

Req #	Requirement	Required
	<p>to participate in CAI's other Managed Service Provider programs. This is a big advantage, especially for small firms who can compete for business across as many as five states and have the opportunity to increase the business and geographic footprint while maintaining low overhead.</p> <p>In addition to relying on the local incumbants, we also look nationally to firms with large recuritng capacities to participate and supply candidates. These firms with a large national reach are crucial to maintaining supply across peaks and valleys in market supply and demand. We perform outreach to enrolled suppliers in other states and neighboring states to round out the network.</p> <p>We also participate in local vendor organizations and supplier events to recruit organizations into the network. We also maintain a vendor facing web site that details the enrollment and gives tips for participation.</p> <h3>Timekeeping</h3> <ul style="list-style-type: none"> <li>■ For the duration of the assignment, the newly engaged candidate will work under Iowa direction.</li> <li>■ On a weekly basis, the engaged resource completes a timesheet (and/or an electronic expense report, if appropriate for the assignment) and submits it for approval.</li> <li>■ The Peopleclick VMS tool forwards the timesheet to the approving manager, who approves the timesheet electronically.</li> <li>■ Proxy approvers can be appointed for planned absences. Any approvals made on behalf of a manager are visible through reporting and notifications.</li> <li>■ On a monthly basis, CAI prepares invoices and submits them to the Iowa for payment, receives and processes payments, and pays the vendor subcontractors.</li> <li>■ The CAI Account Manager provides oversight to the engaged resource throughout the duration of his/her assignment.</li> <li>■ The CAI Account Manager takes ownership of issue resolution by working with the agency, the resource, and the vendor if issues should arise.</li> <li>■ In order to gain insight into the individual's performance, we ask the Hiring Manager to complete an on-line evaluation of the candidate within our Peopleclick VMS tool; the alert for this occurs automatically. Evaluations are scheduled to occur after the first 30 days of performance and again at the end of the assignment.</li> </ul> <div data-bbox="714 1029 1347 1459" style="border: 1px solid black; padding: 10px; background-color: #e6e6fa;"> <p><b>Electronic Approvals and Verification</b></p> <p>We use electronic approvals as verification of work hours, i.e., when the Agency Hiring Manager approves the time within the VMS software, this electronic signature constitutes approval. The various agency accounting staff have access to the tool to confirm signatures and match them to invoices as part of payment processing. We do not print hard copies of the electronic time sheets.</p> <p><i>We support workflow automation wherever possible.</i></p> </div> <h3>Reporting</h3> <ul style="list-style-type: none"> <li>■ All data within Peopleclick VMS is reportable via Business Objects.</li> <li>■ More detail on reporting can be found in the answers to MS-8 and MS-14.</li> </ul>	

Req #	Requirement	Required
	<p>Our CAI MSP offering brings with it the following strategic components:</p> <ul style="list-style-type: none"> <li>■ <b>Full Service Model</b> CAI doesn't just pass on résumés to the agency hiring managers, we perform quality control by reviewing submitted candidates and phone screening the most qualified candidates for the position before forwarding the résumés to the State managers. We support the State of Iowa in every step of the workflow.</li> <li>■ <b>Management by Metrics</b> We will provide analytics for process improvement and SLA metrics. A transparent process is crucial to effectively managing and maintaining an effective rate card and generating savings.</li> <li>■ <b>World Class VMS Application</b> Peopleclick VMS facilitates the workflow from requirement to timesheet submittal, and is a reliable industry standard.</li> </ul> <p><b>Commitment to Savings</b></p> <p>CAI works with the State of Iowa to find innovative ways to eliminate costs while delivering highest quality labor.</p> <p><b>Extraordinary Mentorship</b></p> <p>We train our suppliers, including TSB firms, to focus on identifying the right people and the right skills: we enable all to compete on an equal footing.</p> <ul style="list-style-type: none"> <li>■ <b>Business Acumen</b> We understand market forces, including cash flow, and we pay our suppliers on schedule – with expedited payment available for small business firms.</li> <li>■ <b>Open Vendor Network</b> We pioneered the concept and developed it to its current state, allowing firms to compete for requisitions in a fair and transparent process.</li> <li>■ <b>Quality People</b> We are an IT firm, able to cut through technical jargon to evaluate a candidate's true value to the Iowa agency.</li> <li>■ <b>Quality Results</b> We have exceeded every SLA throughout every quarter under our MSP contracts.</li> <li>■ <b>Honesty, Integrity, and Transparency</b> We are vendor-neutral, all costs across the supply chain are reflected in our quotation; our labor rates are derived from third-party metrics.</li> </ul> <p>The full-service model is a critical success factor for a state-level MSP initiative. IT labor is not a "commodity" in the traditional sense, and the State of Iowa requires a business system that allows for all idiosyncrasies associated with finding and placing people. Working with our various State MSP clients, CAI has developed an effective, low-cost service model that enables agencies to receive the exact kind of labor they need to support their respective missions: highly competent based on job title and skill set, readily available to support Iowa.</p>	

Req #	Requirement	Required
MS - 2	<i>The Contractor must describe their experience managing supplemental staffing vendors who supply Information Technology skills.</i>	MANDATORY SCORED
<p>Response:</p> <p>In serving as the MSP for the Commonwealth of Pennsylvania, the Commonwealth of Virginia, the State of Arkansas, the State of New Jersey, the State of Maine, and New Castle County Delaware, CAI has developed vendor networks that include more than 500 different vendors. Over the past six years, CAI has developed procedures to onboard, mentor so they can be successful under the MSP contracts, and track vendors' eligibility to remain an active vendor of the network(s).</p> <p>As MSP, we provide full management of all issues related to vendors, qualifications, insurance, payment, and quality; the Agency Hiring Managers can focus on supporting their customers.</p> <p>We utilize multiple best practices to ensure consistent use of the contract by all parties. From the procedural perspective, our pledge of vendor neutrality is a powerful means of showing all parties that our primary focus is to provide each agency with the most highly qualified resource, regardless of source. Over time, vendors realize this means they should focus their efforts on identifying and recruiting highly qualified people, as opposed to marketing. Particularly, in our work with small business firms, we have found that they embrace the opportunity to compete on an even footing with other vendors, confident that their candidates are evaluated purely on the merits of the individual's experience and skills.</p> <p>From a purely procedural perspective, we develop a standard format for résumé submissions, so that Agency Hiring Managers evaluate candidates from an identical electronic "package" of information. In other words, our practice prevents slickness of presentation of the résumé from playing a role in the hiring process; instead, we focus on the qualities and experience of the individual candidate.</p> <p>In terms of daily operations, we also perform the following support tasks to foster vendor relations:</p> <ul style="list-style-type: none"> <li>■ Notify vendors of pending disengagements and ensure proper notification is forwarded to the CAI support team</li> <li>■ Facilitate regular vendor training sessions to include comprehensive dashboard reviews and provide suggestions on how to work more effectively within the program in order to increase success</li> <li>■ Prepare and perform one-on-one vendor meetings and quarterly supplier conferences</li> <li>■ Evaluate and qualify new vendors to ensure a strong vendor partnership network</li> <li>■ Conduct periodic supplier meetings as a forum to discuss process, changes, and ways of improving vendor success</li> <li>■ Participation in state events for targeted small businesses</li> <li>■ Monitoring of disbarment lists</li> <li>■ Offering Iowa firms the opportunity to bid on requests under other MSP contracts</li> </ul>		

#### **The Art of Coordinating Calendars**

Based on experience, we strongly recommend that the Agency Hiring Manager personally interview the candidate; this can be via telephone or face-to-face depending on location and the schedules of the Agency Hiring Manager and the candidates. We also recommend that the manager block off time on his/her calendar for the interview when opening the request; failure to interview candidates in a timely fashion occasionally leads to losing an individual who takes a different job elsewhere.

*Time is of the essence for high-demand skills.*

<i>Req #</i>	<i>Requirement</i>	<i>Required</i>
<i>MS - 3</i>	<i>The Contractor must describe how the company will provide the State with the lowest rate or with any other efficiency that results in savings while supplying competent and skilled temporary IT staff. (Modified in Amendment #2)</i>	<i>MANDATORY SCORED</i>
<p>Response:</p> <p>The largest component of IT labor is the wage/salary paid to the individual. By ensuring that the wage rate is accurate, we can be confident that the candidates are being paid appropriate wages and are less likely to resign to take another position for more money.</p> <p>CAI uses salary data from ERI as a means of determining baseline costs. The ERI is an independent research firm whose algorithms and data have been in use for the past 30 years; it does not offer consulting services, i.e., it has no self-directed incentive for modifying its metrics. Based upon our experience in multiple states, we have found the ERI data to be extremely accurate for estimating salaries by position description and geographic location.</p> <p>ERI data covers over 5,800 jobs that have been studied over time, many since 1967. Analyses are derived from millions of data points gathered from digitized public records including the US SEC, OCR of US IRS returns, ERI Salary Survey's patented online surveys (78 U.S. industries in five countries), and licensed U.K., Canadian, and U.S. salary surveys and datasets. This data is more accurate than the salary calculators on Internet job sites; those sites are publishing candidates' desired salaries, including commercial contract benefits and bonuses.</p> <p>The ERI model allows for extremely complex stratification for wage data, appropriate for the multiple job categories required by the State of Iowa under this contract. It is updated quarterly for each U.S. metropolitan area, including Des Moines. For any job category, it breaks down local wages by percentile (10th through 90th) and years of experience. This is the core data we use for all our MSP services, including any pricing changes over the life of a contract. Our clients need an accurate, unbiased means of detecting and acknowledging changes to the wages that are the basis for an MSP contract; the ERI provides it.</p> <p>In addition to utilizing local wage data to build the reliable, best-value pricing, the State will realize additional savings by standardizing the workflow. During implementation CAI will work with the state to align the candidate recruiting process with the procurement process. Aligning this process to insure the job requirements are fully approved and funded before the positions are released to the vendor network will result in a greater success rate in placements, since the candidate won't have to wait for the funding to be approved before starting work. Vendors too, will have the assurance that positions released through the process will be filled in the candidate's window of availability because funding and approvals are in place.</p> <p>Because CAI is performing quality control on each job requirement and phone screening each candidate, the State managers need only perform the technical interviews to find the candidate that is the best match for the position. They don't need to work with individual vendors, negotiate contracts, scope individual job requirements for each vendor, find résumés, manage the response, screen candidates, and hope to find a selected candidate while the candidate is still available. The Account Management screening process not only serves a crucial quality control function but it also streamlines the process for State managers and provides time savings for the State.</p>		

Req #	Requirement	Required
MS - 4	<p><i>Contractor must describe how they will accomplish the following:</i></p> <p><i>a. Establish their network of subcontractors and acquire qualified talent. The VMS contractor will be the State's advocate in the marketplace for subcontractors or temporary IT staff in order to acquire qualified talent at the lowest possible rates and to find efficiencies that result in savings to the State. (If the successful Contractor's company also provides temporary IT staff or is part of an organization with a subsidiary or division (or using any other name) that provides temporary IT staff services, the Contractor is prohibited from participating as a temporary IT staff subcontractor and offering temporary IT staff services under this contract. A violation of this requirement will be considered a breach of contract. There will be no exceptions.)</i></p> <p><i>b. Find efficiencies that result in savings to the State</i></p> <p><i>c. Contractors must provide a description of their proposed Vendor Management Services System. Include unique or innovative features and advantages/benefits to the State. Provide VMS software that meets the project requirements. Describe in detail how the software operates. The VMS software may be Contractor owned or come from a third party. (Modified in Amendment #2)</i></p> <p><i>d. Satisfactory communication process between the Contractor and State. Describe the interaction process and provide examples.</i></p>	MANDATORY SCORED PER EACH ITEM (a – d)
<p>Response:</p> <p>a. <b>Our Vendor Network.</b> A strong supply chain is a critical success factor in any MSP program. Since CAI, as the MSP, will not respond to any of the requirements posted by the State of Iowa, we absolutely rely on our network of vendors to provide their strongest candidates to support Iowa endeavors. We support them by mentoring them on their placements, meeting with them one-on-one, and providing them with feedback on their submissions and placement history. Maintaining a full and fully primed pipeline is an exercise in trend analysis, supplier communications, vendor outreach, and active recruiting of new suppliers. We follow a consistent screening process for vendors, i.e., we apply the same selection criteria to all, and we use the same contract for all subcontractors. This is a critical success factor, because all vendors know they receive equal treatment. The rate card from vendors to CAI is public knowledge, as is the contract. As part of contract flow-down, we ensure that the vendor community understands its obligations to the State of Iowa and to the contract. Our screening protocol also includes a process to confirm that the vendor is not prohibited from doing work within the State of Iowa. We describe our Iowa vendor network in detail in <b>Appendix I: Vendor Network</b>.</p> <p>b. <b>Efficiencies Resulting in Savings to the State.</b> CAI has extensive experience in adapting our MSP services to changing trends in client requirements for specific skills and technologies, and we have successfully deployed it for Pennsylvania over the past six years. We will configure the Peopleclick VMS for skill categories within each job title; the configuration is fully adaptable at the discretion of the Commonwealth. The skill categories provide a wage scale to account for variance in demand for specific skills. We proactively work with all MSP clients to evaluate changes in supply and demand of skills, as well as analyzing contract utilization of specific job titles and skill categories. As an MSP we are proactive and not reactive. For example, when the Commonwealth of Pennsylvania designated BEA Aqualogic an enterprise standard, this created an immediate need for a relatively scarce skill set. Our intention is to stay ahead of the supply curve by working with agency management, then communicating with vendors by email, via the portal, and through the monthly forum. Figure 25 below illustrates that we can expand the network to meet new IT</p>		

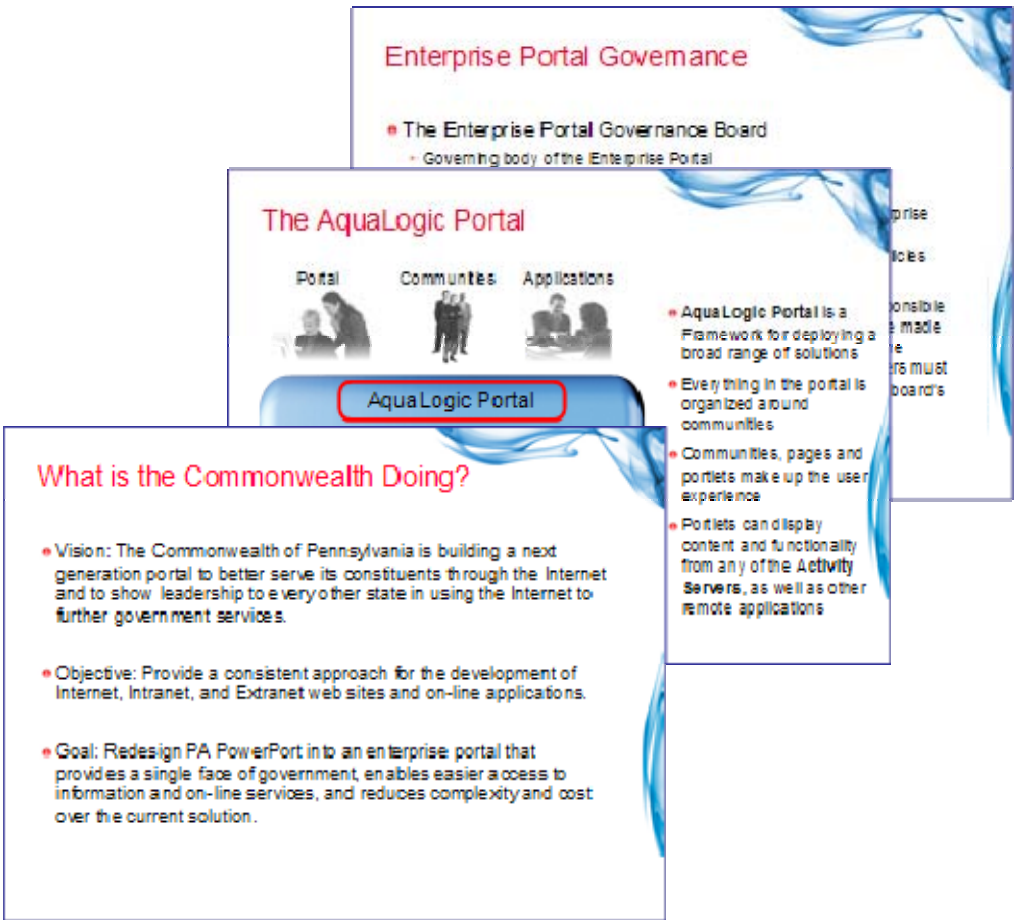
Req #	Requirement	Required
	<p>needs. The select vendors will participate if the business opportunity is available. Over time we were able to build the resource supply and eventually bring the price down because more resources were available.</p> <p>We also coordinate with our MSP clients to evaluate trends across state government. We routinely evaluate directives from governing agencies and strategic plans from standards-setting departments and agencies across the Commonwealth. Using the same example, when AquaLogic became the enterprise standard for Pennsylvania and all executive agencies, we worked pro-actively with our vendor network to begin recruiting for the relatively scarce skill, knowing there would be significant demand for it. The middleware itself is produced by BEA Systems, a subsidiary of our Oracle business partner.</p>  <p><b>Enterprise Portal Governance</b></p> <ul style="list-style-type: none"> <li>• The Enterprise Portal Governance Board</li> <li>• Governing body of the Enterprise Portal</li> </ul> <p><b>The AquaLogic Portal</b></p> <p>Portal Communities Applications</p> <p>AquaLogic Portal</p> <ul style="list-style-type: none"> <li>• AquaLogic Portal is a Framework for deploying a broad range of solutions</li> <li>• Everything in the portal is organized around communities</li> <li>• Communities, pages and portlets make up the user experience</li> <li>• Portlets can display content and functionality from any of the Activity Servers, as well as other remote applications</li> </ul> <p><b>What is the Commonwealth Doing?</b></p> <ul style="list-style-type: none"> <li>• Vision: The Commonwealth of Pennsylvania is building a next generation portal to better serve its constituents through the Internet and to show leadership to every other state in using the Internet to further government services.</li> <li>• Objective: Provide a consistent approach for the development of Internet, Intranet, and Extranet web sites and on-line applications.</li> <li>• Goal: Redesign PA PowerPort into an enterprise portal that provides a single face of government, enables easier access to information and on-line services, and reduces complexity and cost over the current solution.</li> </ul>	
c.	<p><b>Our VMS.</b> Our VMS is Peopleclick Authoria, version 5.0. We have been using the Peopleclick VMS tool for six years, and have found it to be a stable, easy to use tool that affords us the flexibility in reporting and configuration. Our MSP Operations team is extremely experienced in using the tool and supporting our users of the tool. This saves our clients the cost of having the VMS provider configure the tool, or provide support. We find that using a mature tool such as Peopleclick allows us to</p>	

Figure 25: Sample of Response to Immediate Need

Req #	Requirement	Required
	<p>easily and quickly configure the system during implementation, without issue. MSP Providers who supply 'home grown' tools typically do not afford the stability and ease of configuration that we can provide with Peopleclick.</p> <p>We have supplied Peopleclick's brochures that explain its features and functions in <b>Appendix J: Peopleclick VMS</b>.</p> <p>d. <b>Communications.</b> CAI has established a communications process that provides frequent and full communications without impeding progress or timing of service levels.</p> <p>CAI has a full Communications Plan that is part of the implementation of an MSP engagement. The tasks involved are included in our full Implementation Plan, presented in <b>Appendix D: Implementation Plan</b>.</p> <p>Specifically, during the implementation phase, we conduct weekly status meetings with Iowa stakeholders. The intent of these meetings is to communicate progress against the implementation plan, discuss issues, seek feedback on questions that may arise, and present plans for the next week. We will determine the timing and location of these meetings during kickoff.</p> <p>We hold quarterly meetings with stakeholders to discuss progress and performance against service levels. This meeting is typically conducted at the client's site and is a forum for discussion of all aspects of the contract, including usage, SLA results, vendor performance, market trends, and any additional contract activity. This meeting is accompanied by a Quarterly Report that provides statistics on CAI's performance, vendor performance, issues, efficiencies, and recommendations. The exact content of Iowa's Quarterly Report will be finalized during Implementation. We also hold meetings, if desired, with agency 'power users.'</p> <p>If directed, we hold meetings with members of the supplier network to report on Agency usage, vendor performance, contract/and or system changes, etc.</p> <p>On or about the anniversary of the execution of the contract, we prepare an Annual Report and hold a meeting with stakeholders. This communication is much like our quarterly meetings/reports, however, it focuses on the year as a whole. The exact content of Iowa's Annual Report will be finalized during Implementation.</p> <p>Examples of Weekly Status and Quarterly/Annual reports are included in <b>Appendix F: Sample Communications</b>.</p>	
MS-5	<p><i>Contractor must describe how they will, over time, transition existing temporary IT staff into this contract through the creation of subcontractor agreements. Upon the effective date of this contract, all new temporary IT staff will be acquired through this contract as DAS intends to establish this as a mandatory contract that State agencies will be required to utilize. Existing temporary IT staff working in a State department at the time of the execution of this contract is unaffected through the term of their engagement. The State of Iowa expects the VMS will establish contracts with existing State of Iowa service providers to allow departments the option of continuing to work with the existing temporary IT staff under this contract.</i></p>	MANDATORY SCORED
<p>Response:</p> <p>CAI is prepared to work with the State to determine a specific transition timeline plan that eliminates any potential for disruption for service. We have experience tailoring these plans whether for a specific cut-over date for all resources or a gradual ramp-up tailored to match</p>		

Req #	Requirement	Required
	<p>individual contract end dates.</p> <p>We have been able to successfully transition resources under a new contract in other implementations. The steps are basically the same as those for bringing on direct request resources (as described in our response to MS-1 beginning on page 69).</p> <p>However, we work with the resource's employers and the agencies to properly categorize the positions, which is the key to transitioning resources to the satisfaction of the State. We make it easy for suppliers to join the network and transitioning their resources is a quick process. We communicate frequently and fully with the State, vendors, and engaged resources to diminish any disruptions and, as a result, we have a high retention rate which we measure through the attrition SLA, i.e., attrition is low.</p> <p>A detailed Microsoft Project plan appears in <b>Appendix D: Implementation Plan</b>; this narrative summarizes the highlights. Our Project plan assumes a start date of March 15. The actual start date depends on contract signing, and we will establish an implementation date based on State priorities. Full implementation requires approximately eight weeks.</p> <p>This implementation will enable us to facilitate transition of incumbent staff under the timeline determined by the State.</p> <p>We recommend creating a steering committee of Iowa DAS management, along with members of key agencies.</p> <p><b>Week 1</b></p> <p>During the first week, we will meet with the State workgroup and introduce the detailed functionality of the software tool, with interactive discussion of how best to integrate it with existing procurement workflow. Discussion is strategic, to determine high level requirements.</p> <p>At this point, CAI and the State can collaboratively determine a schedule of presentations and training sessions to occur shortly before implementation, i.e., eight weeks in the future. The State will need to reserve facilities for that date.</p> <p>The State should allocate a full half-day for kickoff and discussion by the workgroup, with a checkpoint at the end of the week. During the week, the State's primary liaison should be available for approximately one hour per day, if possible.</p> <p><b>Week 2</b></p> <p>During the second week, we are focused heavily on reviewing/documenting business rules, contract job categories, SLA metrics, etc., and preparing configuration files for our software tools. This involves uploading data about the Iowa state government organization (agencies, users, etc.) and can involve uploading accounting information, such as project or cost center codes.</p> <p>In addition, our team will work with DAS to define contract-specific workflow at the detailed level: background checks, exception processes, approval requirements, etc. This is primarily process documentation associated with the new contract; some of it directly impacts the software configuration. We will also define detailed invoice requirements at this point.</p> <p>At this time, the State liaison should be available approximately one hour per day.</p> <p><b>Week 3</b></p> <p>By the end of Week 3, a demo website will be available for State review and approval.</p>	

Req #	Requirement	Required
	<p>During this period, we are also creating the production site, and loading it with the State and vendor data. We are also developing information packets and announcements for agencies and for vendors, and delivering presentations to vendors. We are completing registration for new vendors, i.e., vendors not presented in this proposal who wish to join the MSP network.</p> <p><b>Weeks 4 - 5</b></p> <p>At this point we are working with Peopleclick to set up the Iowa-specific region for the contract. This involves creating a shell site, uploading the various data specific to the MSP contract, and configuring it based on DAS policy.</p> <p>We are also developing and printing copies of Iowa-specific training manuals.</p> <p>Training announcements for both vendors and agencies will be developed during this week.</p> <p><b>Week 6</b></p> <p>The setup of the production site will continue and we will formalize the process and vendor documentation with a sign-off. CAI will setup their internal accounting interfaces to facilitate the invoicing and payment process.</p> <p><b>Week 7</b></p> <p>This week is dedicated to agency training, also scheduled as morning and afternoon sessions. Each hiring manager should attend a three-hour session, and we will conduct a separate session for those receiving Administrator training. These are morning and afternoon sessions, using the Iowa-specific configuration and training materials.</p> <p><b>Week 8 is implementation week.</b></p> <p>CAI will conduct a final review of the production site and conduct vendor training whether through on-site session or through webinars for remote vendors. We will issue the log-in credential for previously trained state users in anticipation of the go-live.</p>	
MS - 6	<p><i>The VMS contractor will be an advocate for the State to identify cost saving measures. These measures will be approved by the State prior to being undertaken. The Contractor should describe past successes to achieve cost savings related to the management of the temporary IT staff and management of the subcontractor pool. The Contractor should also describe methods for finding cost savings with the converted subcontractors and the temporary IT staff they provide; while at the same time maintaining a good working relationship with the subcontractors and the temporary IT staff they provide.</i></p>	MANDATORY SCORED
<p><b>Response:</b></p> <p>In July 2009 CAI assisted the Commonwealth of Pennsylvania in implementing changes to the program that resulted in an immediate savings of more than \$4 million. In response to the recession and a need for greater savings, CAI was able to assist the Commonwealth in identifying specific trends in spending. The analysis resulted in the implementation of broad use categories and more specific job categories that mirrored historic spending trends. Specifically, the Senior Consultant was broken into five separate categories to be a more specific match to the IT needs. Additional analysis on market conditions and changes to wage data enabled Pennsylvania to implement a rate reduction and achieve this additional cost savings.</p> <p>In 2010, the Commonwealth achieved additional cost savings through the competitive RFP process. Based on adjustments to wages per our ERI data, we were able to maintain service levels while proposing a rate card that enabled an additional \$6.1 million savings.</p>		

Req #	Requirement	Required															
	<p>The SMSA contract with the Commonwealth of Virginia consolidated logistics for procurement, time entry, and invoicing; greatly simplified and streamlined the process for acquiring contingent staff; and generated cost savings, including a 10 percent rate reduction in 2009 which resulted in rapid savings that reached \$800,000 in the first quarter after the adjustment.</p> <p>In July 2009 CAI assisted New Jersey in implementing rate changes to the MSP program, similar to those implemented in Pennsylvania, which resulted in an immediate savings. The team relied on best practices learned in Pennsylvania and Virginia to assist the State in implementing them. These savings are estimated at \$1.8 million.</p> <p>A summary of the savings from these three contracts is presented in Figure 26.</p> <table border="1"> <thead> <tr> <th>STATE</th><th>YEAR</th><th>SAVINGS</th></tr> </thead> <tbody> <tr> <td>Pennsylvania</td><td>2009</td><td>\$ 4.0 million</td></tr> <tr> <td></td><td>2010</td><td>\$ 6.1 million</td></tr> <tr> <td>Virginia</td><td>2009</td><td>\$ 0.8 million</td></tr> <tr> <td>New Jersey</td><td>2009</td><td>\$ 1.8 million</td></tr> </tbody> </table> <p>Figure 26: Summary of MSP Client Savings 2009-2010</p>		STATE	YEAR	SAVINGS	Pennsylvania	2009	\$ 4.0 million		2010	\$ 6.1 million	Virginia	2009	\$ 0.8 million	New Jersey	2009	\$ 1.8 million
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	2010	\$ 6.1 million															
Virginia	2009	\$ 0.8 million															
New Jersey	2009	\$ 1.8 million															

MS – 7	<i>The Contractor must commit to have twenty (20) or more subcontractor firms from which to draw talent by the contract implementation date. These should include the State's current vendors and their subcontractor firms. Additionally, niche suppliers may be included as necessary to provide specialized skills. The VMS contractor may be required to take on additional subcontractors as directed by the State. The State will not set a maximum limit on the number of subcontractor firms. Please list all current subcontractor firms here. Contractors should identify distinguishing features regarding their company's relationship with subcontractors. (Modified in Amendment #2)</i>	MANDATORY SCORED																										
<p>In preperation of this response, we have started the outreach to Iowa-specific firms as well as strong vendor suppliers and responses from 28 of these firms are summarized in the table below.</p> <p>CAI is proposing an open vendor network which means that firms may enroll at any time and participate as they determine best for thir business. We will continue to field the responses from interested firms in anticipation of award.</p>																												
<table><tr><th>VENDOR</th><th>IOWA TSB?</th></tr><tr><td>22nd Century Technologies</td><td></td></tr><tr><td>Abator Information Services</td><td></td></tr><tr><td>Acclaim Systems, Inc.</td><td></td></tr><tr><td>Amatya Technologies</td><td>√</td></tr><tr><td>BT Consulting</td><td></td></tr><tr><td>e&amp;e IT Consulting, Inc.</td><td></td></tr><tr><td>EmbarkIT, Inc.</td><td>√</td></tr><tr><td>ePATHUSA</td><td>√</td></tr><tr><td>Fulcrum Consulting</td><td></td></tr><tr><td>iBusiness Solution LLC</td><td></td></tr><tr><td>Infinite Computing Systems</td><td></td></tr><tr><td>Johnson and Associates</td><td></td></tr></table>			VENDOR	IOWA TSB?	22nd Century Technologies		Abator Information Services		Acclaim Systems, Inc.		Amatya Technologies	√	BT Consulting		e&e IT Consulting, Inc.		EmbarkIT, Inc.	√	ePATHUSA	√	Fulcrum Consulting		iBusiness Solution LLC		Infinite Computing Systems		Johnson and Associates	
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EmbarkIT, Inc.	√																											
ePATHUSA	√																											
Fulcrum Consulting																												
iBusiness Solution LLC																												
Infinite Computing Systems																												
Johnson and Associates																												

Req #	Requirement	Required
	KSU Consulting	√
	Logix Guru	
	OHM Systems	
	Palmer Group	
	Paragon IT Professionals	
	Professional Project Partners (P3)	
	QCI	
	Reyna ITS	
	Rose International	
	Salem Associates	
	Sogeti	
	Spindustry Staffing	
	Technisource	
	TechnoDyne LLC	
	TEKsystems	
	White Water Consulting LLC	√

Further details of our Vendor Network appear in **Appendix I: Vendor Network**. Samples of the documentation used in the contractual agreements with our supplier network appears in **Appendix K: Vendor Documentation**.

MS – 8	<p><i>a. Reports will be accessible via the web application on demand. The Contractor must provide a list and short description of the standard reports available on the VMS system. The Contractor must provide and describe the quarterly reports they must provide that will detail the # and % of Iowa candidates and the # and % of Targeted Small Business (TSB) candidates. Additional report requirements may be developed by the State.</i></p> <p><i>b. The VMS system must have the capability to provide detailed reporting to State agencies and the State Contract Administrator that includes access to system records, such as the results of background checks if requested. Examples of desired reports would include cost reports and supplier report card reports. The VMS system must also have ad-hoc customized reporting capabilities. Describe downloading capabilities available to the State as well as standard reports that are available. Report examples may also be provided.</i></p>	MANDATORY SCORED
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Response:

#### **a. On Demand (Standard) Reporting:**

Reporting is available via Peopleclick VMS through the SAP Business Objects XI (BOXI) software. Unlike other VMS applications whose reporting is based on an overnight backup of production data, the reporting database within Peopleclick VMS is a copy of production data, updated in near real-time. All contract data is available – no data is archived.

This narrative discusses reporting from the standpoint of standard reports, ad hoc reporting, and CAI-internal reports used to manage the contract. Samples of these reports are separately attached in **Appendix E: VMS Report Samples**.

### **Standard Reporting**

Over the past six years, CAI has created a number of custom reports for automatic delivery to agency users under our MSP contracts, and we intend to present these to Iowa for their review. The tables below list each of the most frequently used reports needed by our agencies for analysis and reporting; several of them can be directly executable as ad hoc reports.

Req #	Requirement	Required
	AGENCY REPORTS	DESCRIPTION/USAGE
	STANDARD AGENCY REPORTS	
	Active Requisitions Report by Agency	Lists active requisitions as of run date for an agency.
	Active Vendor List for Agencies	Lists all active vendors and their TSB status.
	Engagements by Agency Report	Lists engaged candidates as of run date for agency.
	Invoice Summary by Agency Report	Used to validate CAI invoice for a specified agency.
	PO Limit Audit Report	Tracks remaining spend on PO for an agency.
	Spend by Agency Report	Lists spend by PO for an agency for a time period.
	Timesheet Detail Report	Lists all timesheets for a specified week and highlights those still needing approval.

Figure 27: Standard Agency Reports List

TREND REPORTING	DESCRIPTION/USAGE
Average Bill Rates	Tracks the bill rates.
Average Candidate Submittals	Tracks the number of submittals for the prior year, six months, and three months.
Average Time to Fill	Tracks the time it takes to fill a position from when it was sent to the vendor network.
DBE - Engagements by Month	Tracks number of DBE candidates engaged.
Engagement - Candidate Statistics	Provides statistics on engaged candidates - when submitted, score, time to hire.
Length of Engagement	Tracks the tenure of engagements.
Active Vendor List for Specified State	Lists the number of vendors whose home office is a specified state.

Figure 28: Trends Report List

ACCOUNT MANAGER REPORTS	DESCRIPTION/USAGE
<b>ACCT MANAGER REPORTS</b>	
Active Requisitions Report	Lists all details of all active requisitions.
Candidate Evaluations	Summarizes Peopleclick VMS evaluations entered for engaged candidates.
Candidate Internal Comments	Lists comments input in Peopleclick VMS for a candidate.
Chase Report - Detail	Shows active requisitions and candidates submitted.
Chase Report - Summary	Summarizes active requisitions; no candidate detail.
Roll Off Report	Lists candidates with engagements ending within 30 days.
Dashboard – Vendor	Details of vendor activity: submittals, placements, scoring.
Engaged Candidate Report	Lists current engaged candidates and engagement details.
Engaged Candidates by Agency (PO Detail)	Lists current engaged candidates and their PO detail.
Engagement Budgeted Hours by Vendor	Shows the hours budgeted for engaged candidates for a specified vendor.
Engagement End Dates Based on Hours Remaining	Shows engagement end date based on remaining hours rather than the actual end date.
Engagements by Candidate with spend	Lists the spend by candidate on an engagement.
Engagements by Vendor	Summarizes engagements by vendor.
Requested Skills	Lists all requisitions which contained a specified skill.

Figure 29: Account Manager Reports List

Req #	Requirement	Required
	<b>MSP OPERATIONS</b>	<b>DESCRIPTION/USAGE</b>
	Timesheet - By Vendor	Details the approved timesheets for a specified vendor's candidate for a specified period of time.
	Active Vendor List	Lists the active vendors summarized by Tier.
	Agency - Spend & Engagement Totals	Spend and number of engagements by agency.
	Agency & Vendor Totals For Dashboard	Used to update weekly internal dashboard reports with usage by agencies and vendors.
	Budget Spend by Requisition ID	Provides the exact spend for a specified requisition.
	Candidate Corpsys Job Information	Used to validate accounting codes between CAI accounting systems and Peopleclick VMS.
	Users	Lists current, active Peopleclick VMS user profiles and the last time they accessed Peopleclick VMS.
	Dashboard – Vendor	Provides details of vendor activity, e.g., submittals, placements, scoring, etc.
	Engaged Candidate Details	Lists engaged candidates and their vendor and bill rates - used to validate data in billings system.
	Engaged Candidate report for Contract Renewal	Used to track engagements during contract turnover.
	Engagements by Job Level and SC	Summaries engagements by job level and skill category.
	Engagements by Region	Summarizes vendor engagements based on location.
	Hours and Rates - By Agency	Summarizes hours and rates for a specific time period.
	Hours by Job Level and SC	Summaries hours by job level and skill category.
	Invoice Detail - for Billing	Used by CAI billing department to validate the invoices generated from our billing system.
	Invoice Detail - For Vendor	Used by CAI billing department to validate the invoices sent by vendors.
	Job titles - by Agency	Summarizes the spend by agency for each job title.
	Missing Employee IDs	Lists any engaged candidate who does not have an employee number on the engagement.
	Missing Project Info	Lists any engaged candidate who does not have a project associated with the engagement.
	Savings Analysis	Used to estimate savings after rate changes.
	Spend by Req Title	Provides the spend based for specified req title.
	Timesheet - Zero Hours	Lists all candidates who submitted a zero timesheet.
	Timesheet Comment Verification for Date	Lists all candidates who submitted hours on a holiday without required comment on the timesheet.
	Timesheets Missing Approval	Lists all timesheets not yet approved and the timesheet approver contact info.
	Vendor Documentation Due Dates	Lists all vendors whose certification and insurance is overdue or set to expire in the next 30 days.

Figure 30: Custom Peopleclick VMS Reports Developed for Our Clients

## Quarterly Reporting

We meet each quarter with Iowa stakeholders to review performance metrics, industry best practices, and other business and strategic issues that affect the contract. Through our quarterly report, we will present market trends, our analysis of contract issues, and any relevant practices from our other state clients. This is also a time to conduct a checkpoint on performance and make recommendations for improvement.

We coordinate with Iowa stakeholders regarding the format of the quarterly report. CAI can produce the quarterly report in the format of Microsoft PowerPoint slides or a full narrative document.

Req #	Requirement	Required
Representative topics of the quarterly report can include any of those listed in Figure 31.		
TOPIC	COMMENTARY	
Technology	Report and discuss the usage within the core, emerging, and legacy categories, both to evaluate Iowa usage across the matrix of skills category and to ascertain potential configuration changes in the matrix itself.	
Job/Levels/Skills	Review most-requested titles and evaluate how they align (or do not align) with Iowa strategy. For example, some agencies may utilize contractor staff primarily for programming, while others may utilize a variety of senior consultants.	
Upcoming Initiatives/ Budget Projections	If appropriate, we would welcome an opportunity to prepare the network for longer-term projections, specifically in terms of technologies and skill sets. The direct outcome of this is to determine appropriate communications to the supplier community, particularly with emerging technologies and newly instated enterprise standards, such as FileNet and Aqualogic.	
Supplier Communications		
Named Resources	If desired, we will support Iowa oversight of contract usage of named resources; over the life of the contract, we propose to evaluate its use to determine trends and present recommendations.	
Tenure	Peopleclick VMS is configured to track the tenure of specific individuals across engagements. This will allow for tracking and reporting on Iowa tenure of individuals as well as tenure within a particular agency.	
Iowa Employees	Resources hired by Iowa, or targeted for hire.	
Invoicing	Track and discuss any bottlenecks of unpaid or overdue invoices, as well as recommend potential process improvement.	
Targeted Savings	Discuss any new strategic initiatives or goals; our intent is to align the contract exactly with Iowa Executive policy based on evolving strategy.	
Surveys	Discuss findings from user surveys and identify items for improvement.	

Figure 31: Potential Topics for Quarterly Review

## b. Ad-hoc Reporting:

As mentioned previously, Peopleclick VMS utilizes the SAP Business Objects XI (BOXI) software. The reporting database is a copy of production data, updated in near real-time. It serves as a repository for all contract data, available for extended analysis, data mining, and SLA reporting. All contract data is available – no data is archived. All requirement, candidate, engagement, and timesheet history is stored within Peopleclick VMS and is available for reporting.

Ad-hoc reports can be delivered in multiple formats, including Microsoft Excel files, portable document format (PDF) files, or in comma-separated values (CSV). Reports can be scheduled for automatic delivery to the Iowa agency or run as needed. Iowa agency users also have direct access to BOXI to execute reports and create new ones.

We are also happy to develop additional reports for any Iowa executive or agency, based on changing requirements. For example, our most recently added report was created in response to requirements for separately reporting requisitions funded through the American Recovery and Reinvestment Act (ARRA).

Req #	Requirement	Required
MS - 9	<i>The Contractor must describe the process and metrics used to monitor IT staffing supplier performance.</i>	MANDATORY SCORED

Response:

In addition to tracking vendor credentials in Peopleclick VMS, we use the underlying metrics from Peopleclick VMS to show vendor responsiveness as a measure of performance. When meeting with vendors one-on-one, we show them their own "dashboard" and use it to discuss their performance. A sample dashboard using mocked-up data appears in Figure 32.

VENDOR DASHBOARD					
XYZ Company				Grand Total Engaged: 3	3.85%
				Tier1 Engaged: 3	100.00%
				Tier2 Engaged: 0	0.00%
				Tier3 Engaged: 0	0.00%
				Tier4 Engaged: 0	0.00%
Total Requirements	43			Grand Total Submitted: 78	
Total Engagements	3			Grand Total Unique Submittals: 65	83.33%
Total DBE Engagements	3	100.00%		Grand Total Submitted Round 1: 74	94.87%
				Grand Total Submitted Day 1: 70	89.74%
				Grand Total Submitted Day 2: 3	3.85%
				Grand Total Submitted Day 3: 1	1.28%
				Grand Total Forwarded: 15	19.23%
				Tier1 Forwarded: 15	100.00%
				Tier2 Forwarded: 0	0.00%
				Tier3 Forwarded: 0	0.00%
				Tier4 Forwarded: 0	0.00%
				Avg Score: 107.66	
				Grand Total Candidates < 100%: 14	17.95%
				Grand Total Candidates >= 100%: 64	82.05%

Figure 32: Sample Vendor Dashboard

CAI provides transparency into the details of contract performance by publishing results like these on the public portal.

MS - 10	<i>The Contractor must describe their recruitment strategies for attracting and retaining qualified candidates and for recruiting and retaining candidates from subcontractors located in Iowa.</i>	MANDATORY SCORED
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Response:

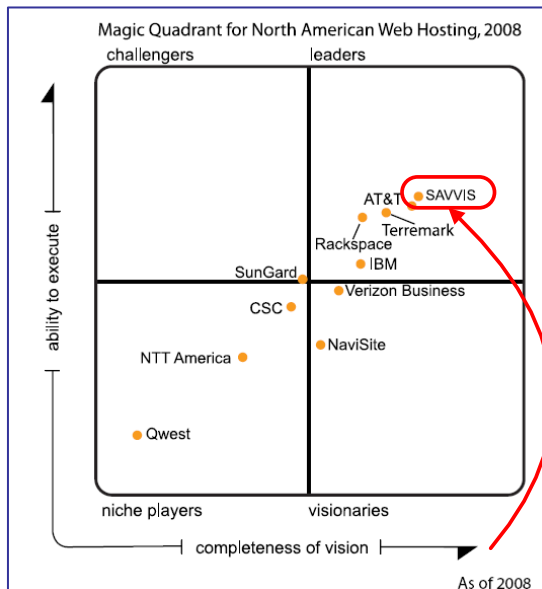
Maintaining a fully populated resource pool available for immediate deployment across Iowa agencies is a critical success factor for the contract. As is true in any market economy, our ability to supply candidates is based on correctly pricing the "commodity" (candidates with appropriate skills) and building/monitoring the supply chain to deliver it.

In order to effectively facilitate the success of Iowa TSBs we propose a tiering structure to level the playing field for the TSB firms. The proposed tiering structure would put certified Iowa TSB's in Tier 1. Tier 1 would receive the job requirement 48 hours before the non-TSB firms.

This head-start enables these firms to have the first look at the job requirement and determine whether it is in the best interest of their firm to submit candidates, and it offers them the first chance to reach out and sign their employees or previously sourced candidates. This type of tiering is a proven method for reaching purchasing goals and enabling business opportunities for targeted vendors. In PA this methodology has supported

Req #	Requirement	Required														
	<p>Pennsylvania Women and Minority Owned firms as they win greater than 50% of the new business spend, and in Virginia it has supported SWaM firms as they win 70% of the competitive spend.</p> <p>We have an Open Door policy for suppliers; our network is open to all who meet minimum business qualifications. This is not a matter of opening the door and waiting for them to come, however. We actively pursue vendors across all our MSP contracts, encourage them to enroll in more than one state, and help them leverage resources across the “global” supply chain.</p> <p>Figure 33 summarizes our recruitment strategy.</p> <table><tr><th>STRATEGY</th><th>CAI APPROACH</th></tr><tr><td>Large supply of candidates</td><td>We accomplish this objective by maintaining a large, diverse, and open network of suppliers.</td></tr><tr><td>Subcontractor qualifications</td><td>We allow all established firms to compete in the open network, with minimal requirements.</td></tr><tr><td>Subcontractor bill rates</td><td>We apply the same pay rates to all suppliers by incorporating them in the contract and using the same contract for all suppliers. Bill rates also ensure adequate wages to the IT worker.</td></tr><tr><td>Subcontractor metrics</td><td>We track subcontractor metrics in our VMS tool and report them monthly and quarterly to Iowa.</td></tr><tr><td>Open vendor network</td><td>We are firmly pledged to maintaining an open vendor network.</td></tr><tr><td>Targeted suppliers</td><td>We are committed to high utilization of targeted firms such as Iowa vendors and Targeted Small Businesses.</td></tr></table> <p>Figure 33: Recruitment Strategy</p>	STRATEGY	CAI APPROACH	Large supply of candidates	We accomplish this objective by maintaining a large, diverse, and open network of suppliers.	Subcontractor qualifications	We allow all established firms to compete in the open network, with minimal requirements.	Subcontractor bill rates	We apply the same pay rates to all suppliers by incorporating them in the contract and using the same contract for all suppliers. Bill rates also ensure adequate wages to the IT worker.	Subcontractor metrics	We track subcontractor metrics in our VMS tool and report them monthly and quarterly to Iowa.	Open vendor network	We are firmly pledged to maintaining an open vendor network.	Targeted suppliers	We are committed to high utilization of targeted firms such as Iowa vendors and Targeted Small Businesses.	
STRATEGY	CAI APPROACH															
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Open vendor network	We are firmly pledged to maintaining an open vendor network.															
Targeted suppliers	We are committed to high utilization of targeted firms such as Iowa vendors and Targeted Small Businesses.															
MS – 11	Contractors must provide a description of their proposed Vendor Management Services System. Include unique or innovative features and advantages/benefits to the State.	MANDATORY SCORED														

Req #	Requirement	Required
	<p>Response:</p> <p>CAI's Vendor Management Services System is comprised of our business processes and a VMS tool.</p> <p>CAI proposes to use Peopleclick VMS as our tool of choice for the State of Iowa. Peopleclick Authoria is an industry leader in the field of human capital, and we have deployed Peopleclick VMS for the past six years. Expanded discussion of the tool appears separately in <b>Appendix C: PA User Guide</b>, <b>Appendix G: Vendor Training Guide</b>, and in <b>Appendix J: Peopleclick VMS</b>. We will use the software to manage the workflow and SLA reporting for the contract. CAI is responsible for all licensing and service fees associated with Peopleclick VMS.</p> <p><b>Background</b></p> <p>Peopleclick VMS is provided in a "Software as a Service" (SaaS) environment, also known as cloud computing; it is fully secure. The physical Internet data center is in Atlanta, GA, and hosted by SAVVIS, a global leader in delivering enterprise-scale hosting, network, and security services on a 24x7x365 basis. It is top-ranking in Gartner's "Magic Quadrant for North American Web Hosting," as shown in the above image. Following the SaaS model, Peopleclick VMS focuses its core business on applications software, while SAVVIS ensures the quality of the underlying hardware and operating system. As part of its disaster recovery plan, Peopleclick VMS maintains a full copy of the software and data at a backup site near Raleigh, NC.</p> <p>Full details about the Peopleclick VMS tool are described in our responses to many of the questions in this section, and also in <b>Appendix J: Peopleclick VMS</b>.</p> <p>However, a tool is only one piece of a successful MSP implementation. As other states have experienced, the tool alone does not effect the efficiencies and effectiveness of temporary staff augmentation vendor management. CAI's seasoned team provides the value to the solution, and provides the experience to support diversity, or savings initiatives, and overall quality in the program.</p>	
MS - 12	<i>The Contractor must describe their procedures for scheduling system downtime. The State must receive notification from Contractor, in writing or via email, at least two weeks in advance of any changes to scheduled downtime. (Modified in Amendment #2)</i>	MANDATORY SCORED



Req #	Requirement	Required
	<p>Response:</p> <p>Peopleclick will maintain a minimum of 99% service availability (Uptime) on a monthly basis, excluding regularly scheduled maintenance performed outside of the business day, as measured by these tools. These tools measure the service availability of a set of transactions against a reference database running on the Peopleclick production data center infrastructure. Peopleclick will provide reports via customer hub on a monthly basis showing service availability for the month. The tools will take measurements from a point on the network at the perimeter of the Peopleclick-controlled infrastructure.</p> <p>Peopleclick has a formal methodology for coordinating, planning, and executing product changes. Four product release levels are distinguished by scope and impact to our clients, and each occurs at an appropriate frequency: Major Releases, Minor Releases, Maintenance Releases, and Hot Fixes.</p> <p>Very little outage is expected, as maintenance is performed outside core business hours. Maintenance releases will occur on the second Saturday of the given month and will not be more frequent than every second month. The standard maintenance window will begin at 5:00 AM ET and will end at 12:00 PM ET. If the weekend includes a major release for any Peopleclick product, the standard window will begin at 5:00 AM ET and will end at 5:00 PM ET.</p> <p>CAI will notify the State of scheduled downtime at least two weeks in advance, or with as much notice as we are given by Peopleclick.</p>	
MS – 13	<p><i>The Contractor must describe their security policies and measures. Include both physical location and data security. The Contractor must ensure that State data is not available to other corporations who may be using the system. All network connections must be encrypted.</i></p>	MANDATORY SCORED
	<p>Response:</p> <p>Peopleclick Authoria conducts quarterly scans of production and corporate application and development environments, utilizing Rapid7 Nexpose vulnerability scanner platform. The security team also subscribes to resources such as CERT, SANS, and NIST to stay up to date with new security vulnerabilities.</p> <p>Peopleclick Authoria also solicits annual vulnerability and penetration assessments from a third party security vendor and makes the executive summary report available to clients for review. These assessments consist of fact-finding, passive scanning, active vulnerability scanning, and manual hacking attempts against Peopleclick Authoria corporate and production networks.</p> <p>Peopleclick VMS operates in a clustered environment with multiple web /application servers, batch processing servers, a SQL cluster, and managed storage devices to support concurrent processing. All server roles in the environment are set up as active/passive clusters. Checkpoint SPLAT (NGX) firewall clusters are utilized for front-end security of the application environment. These firewalls are administrated and monitored as a managed service, with 24/7 365 “eyes on screen” monitoring. Checkpoint SPLAT (NGX) firewall clusters are utilized to separate the back-end data processing networks and the DMZ networks of the VMS application environment. These firewalls are managed by the Peopleclick Production Security Team. A Checkpoint (NGX) firewall cluster is used to control access between the corporate and production networks. These firewalls are managed by the Peopleclick Production Security Team. IDS sensors are monitored 24/7 by the Savvis SOC as a managed service. “High” alert traffic remediation is processed, and the</p>	

<i>Req #</i>	<i>Requirement</i>	<i>Required</i>
	<p>Peopleclick Production Security Team is notified for further instruction on course of action.</p> <p>McAfee anti-virus software is installed on all network and workstation hard drives and is configured to update virus definitions twice daily via the central management server (McAfee Orchestrator). All files are scanned for viruses as they are accessed ("on access" scanning).</p> <p>Additionally, automatic full system scans are performed monthly. Epolicy Orchestrator is used to set domain virus scanning policies on all machines for both the corporate and production environments. They are configured to intercept downloads, e-mail attachments and other threats. Peopleclick also employs enterprise wide spam filters to intercept threats. Definition updates are downloaded twice on a daily rotation.</p> <p>Peopleclick VMS uses HTTPS for all communication between the end user and the hosted application environment. User-to-application encryption uses SSL encryption with Comodo CA Limited (128 – 256 Bit) as the certificate authority. Peopleclick VMS uses secure FTP and PGP for data imports and exports. Clients have the option of using standard HTTP connections, or SSL encrypted HTTPS connections to the application. For data imports and exports, clients have the option to use standard FTP, FTP tunneled over SSH (Secure FTP), or clients can encrypt their data using PGP prior to data transfer.</p>	
<i>MS – 14</i>	<p><i>The VMS system must have the capability to provide detailed reporting to State agencies and the State Contract Administrator that includes access to system records, such as the results of background checks if requested. Examples of desired reports would include cost reports and supplier report card reports. The VMS system must also have ad-hoc customized reporting capabilities. Describe downloading capabilities available to the State as well as standard reports that are available. Report examples may also be provided. (Moved to MS – 8b. per Amendment #2)</i></p>	<i>MANDATORY SCORED</i>
	Response can be found as our response to 8.b, beginning on page 88.	
<i>MS - 15</i>	<p><i>The VMS system must not store permanent data on desktop PCs local drive(s). The Contractor must describe all interactions with desktop PCs.</i></p>	<i>MANDATORY SCORED</i>
	<p>Response:</p> <p>Servers and workstations are administered by Corporate IT. Peopleclick security uses multiple tools, log audits, etc., to monitor activities and events.</p> <p>Peopleclick Authoria enforces strong password policies for access to company resources. Employee accounts must have unique usernames and passwords. Policy dictates strong, eight-character passwords with 60-day expiration periods and no password re-use for one year. There are AD security policies that enforce screensaver and password lockout on all servers and workstations on Peopleclick Authoria networks.</p> <p>Corporate user accounts are managed by the Corporate IT department for network ID and initial passwords. Passwords must be changed after initial login. Domain security policies are used to enforce password policies. Access rights are reviewed at regular intervals or in response to personnel changes.</p> <p>Peopleclick Authoria currently utilizes active directory authentication to control access for remote connectivity to the corporate network, through windows VPN servers. Corporate VPN users can not access production subnets from remote corporate VPN sessions.</p> <p>Only Engineering and Security personnel are permitted to remote directly to the datacenters, via secure Cisco VPN connections, during emergency situations whereas the dedicated remote admin link has been disrupted.</p>	

<i>Req #</i>	<i>Requirement</i>	<i>Required</i>
	<p>Peopleclick Authoria employs a secure WLAN at their corporate headquarters in Raleigh, NC. PEEP and Radius servers are used to provide secure connectivity and authentication. The wireless network users are not allowed access to production environments.</p> <p>The production network is separated from Peopleclick's internal network. Cisco L3 switches are utilized to form a 3DES encrypted tunnel to the production environment, via a dedicated 100 Mps connection through the Raleigh sonnet. Internal development, QA, and implementation environments are separated from production environments by MS Active Directory, SQL security, and Cisco ACLs. The production environment also has its own MS domain.</p> <p>Our solutions are hosted in the SAS-70 Type II certified Savvis data centers. Some of the Physical Security features of the facility include:</p> <p>Production Datacenter – Lithia Springs, GA:</p> <ul style="list-style-type: none"> <li>■ Integrated card access and biometric hand scanner access control</li> <li>■ Security entrance system featuring limited weight entry system to prohibit tailgating</li> <li>■ Bio scan and electronic keycard required for entry to Peopleclick Authoria space</li> <li>■ Video surveillance of the computer floor and all entries</li> <li>■ 24/7 Onsite guard</li> </ul> <p>Cold site/CVV Datacenter - Raleigh, NC, Hosted Solutions:</p> <ul style="list-style-type: none"> <li>■ Cipher/key locking mechanisms – Access requires guard escort</li> <li>■ Doors alarmed for ingress/egress transit</li> <li>■ Keycard required for access to floor and restricted areas</li> <li>■ Video surveillance of all external entry ways and emergency exits</li> <li>■ 24/7 Onsite guard</li> </ul>	

## 4.4 Optional Requirements

*All items listed below are optional, non-mandatory requirements. These requirements will be evaluated and scored but will not be included in the calculation of the minimum score as provided in Section 4 above.*

Req #	Requirement	Comply
OS - 1	<i>Describe how the VMS system manages communications and acceptance procedures (e.g. interview scheduling, evaluations, background security checks, work start and end dates, etc.) between the State, the Contractor, candidates and subcontractors.</i>	<b>OPTIONAL SCORED</b>

Response: Peopleclick VMS is an email driven, automatic workflow application. As steps in the workflow are completed, emails are sent out to the appropriate parties who need to take action within the workflow as well as giving access to data to the users who participate in those next steps.

Requirement approval chains are defined for each user and configured on their profiles. When a user submits a requirement, it is automatically routed and an email is sent to the next approver(s) in the approval chain. The user can review the requirement by navigating through Peopleclick VMS or clicking on the link in the email which takes the user directly to the requirement within the application. The approval workflow continues until the requirement reaches the final approval level. Final approval indicates acceptance of the requirement details by all parties in the approval chain.

After the final approval is completed, the requirement is routed to the vendor network for candidate submittal. The vendors also receive an email with a link that takes the vendor user directly into Peopleclick VMS which allows them to review the requirement and submit candidates. The requirement contains required skills, including certification and background requirements. The vendor must acknowledge compliance to these requirements within their candidate submittals in Peopleclick VMS.

As candidates are submitted, the CAI Account Manager receives email notifications as does the Agency Hiring Manager when candidates are forwarded for consideration. Again, all emails contain links that take the user directly into Peopleclick VMS.

Interview scheduling can occur directly within Peopleclick VMS through the Request Interview functionality. Proposed interview times and locations can be negotiated directly within the application. Once the interview is finalized, the users' calendars can be automatically updated with the interview meeting notice.

When a candidate is selected, the Agency Hiring Manager 'Requests Engagement' via the application. This generates an email to the CAI Account Manager and indicates the official start and end date as well as other onboarding details.

Once the candidate is engaged within Peopleclick VMS, the candidate receives email notification with his/her login credentials allowing timesheets to be submitted for the work performed. When timesheets are submitted, the agency timesheet approver receives notification via email with a link to the specific timesheet for approval. Peopleclick VMS has the capability to allow a user to approve a timesheet within the email notification without actually having to enter into Peopleclick VMS.

Throughout the life of the candidate's engagement, email alerts are sent to the Iowa Hiring Manager and CAI Account Manager when thresholds on spend or project end dates are met. When the spend tied to the approved timesheets reach 80 percent of the engagement budget, an email is sent notifying the Agency Hiring Manager and the CAI Account Manager. This notification allows them time to determine if additional funding is needed before the funds are depleted. Alerts are also sent when a candidate's

engagement is reaching its end date. These alerts can be configured to be released when the candidate's engagement is due to end in 15 days, 30 days, or 45 days. This notification allows the Iowa Hiring Manager and the CAI account manager to determine if an extension of the engagement is needed.

Comments can also be stored directly within Peopleclick VMS. Comments can be entered by all users on the requirements, candidates, and engagements. Storing comments directly within the application provides a permanent, reportable record of events that occurred during the workflow.

The Compliance Manager functionality allows the managing of both position-specific certifications and onboarding/offboarding requirements for each engagement as well as the management of documents associated to any of the items captured.

Evaluations of candidates are also done directly within the application. A schedule is developed which automatically notifies the Agency Hiring Manager when an evaluation is due for a selected candidate. Results of evaluations can be made available to agency users, the CAI Account Manager, and/or the candidate's vendor. The evaluation page is depicted in Figure 34. Criteria measured on the evaluation page can be configured to the requirements of the State of Iowa.

The screenshot shows the 'Candidates' tab in the Peopleclick VMS application. The evaluation page for a candidate named Mary is displayed. The page includes a 'Back to Evaluation Summary' link and a table of evaluation criteria with ratings. The criteria and ratings are as follows:

Evaluation Criteria	Rating
Candidate/Client Relationship Attitude towards work and job, ability to work without direction, effectiveness when working with others, ability to communicate in an effective manner, professional appearance, professional personality	0 - Not Applicable
Associate's productivity Ability to finish assigned work on time, ability to work on multiple assignments, ability to plan and maintain workload	0 - Not Applicable
Associate's quality of work Accuracy of work completed, thorough at following, through, effectiveness of work produced, quality of work when completed	0 - Not Applicable
Associate's tech capability Knowledge of requirements and standards, knowledge of required technical disciplines	0 - Not Applicable
Associate's overall performance Overall performance	0 - Not Applicable
Total Average:	
Final Comments	

Figure 34: Candidate Evaluation Page

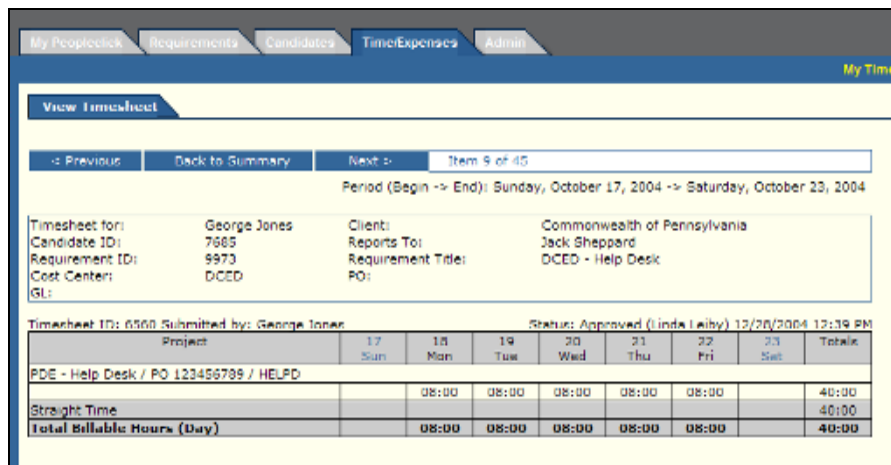
Even though these processes and emails are part of the workflow within Peopleclick VMS, the CAI Account Manager monitors each step and speaks to agency users, vendors, and candidates directly to ensure all parties know the status of the requirements and the candidates.

OS - 2

Describe how the VMS system processes timesheets of temporary IT staff and describe system's capability to accept the State's time management entries.

OPTIONAL  
SCORED

Response: Each engaged candidate must submit a timesheet via Peopleclick VMS for work performed for an agency as depicted in Figure 35.



My Peopleclick		Requirements	Candidates	Time/Expenses	Admin	My Timesheet		
<b>View Timesheet</b>								
<a href="#">Previous</a> <a href="#">Back to Summary</a> <a href="#">Next</a> Item 9 of 45								
Period (Begin -> End): Sunday, October 17, 2004 -> Saturday, October 23, 2004								
Timesheet for:	George Jones	Client:	Commonwealth of Pennsylvania					
Candidate ID:	7665	Reports To:	Jack Sheppard					
Requirement ID:	9973	Requirement Title:	DCED - Help Desk					
Cost Center:	DCED	PO:						
SL:								
Timesheet ID: 6560 Submitted by: George Jones Status: Approved (Linda Lauby) 12/26/2004 12:19 PM								
Project	17	18	19	20	21	22	23	Total
PDE - Help Desk / PO 123456789 / HELPD	Sun	Mon	Tue	Wed	Thu	Fri	Sat	
		08:00	08:00	08:00	08:00	08:00		40:00
Straight Time								40:00
Total Billable Hours (Day)		08:00	08:00	08:00	08:00	08:00		40:00

Figure 35: Peopleclick Timesheet

The timesheet is then approved by a designated agency approver. An approved timesheet authorizes CAI to invoice the State for those hours. Timesheets can be approved by navigating through Peopleclick VMS, by selecting the link within the timesheet approval email notification, or by approving the timesheet directly in the email notification. A timesheet can be rejected by the agency approver giving the candidate the opportunity to correct any discrepancies by resubmitting the timesheet. This process continues until the timesheet is approved.

Each timesheet is tied to a specific PO or funding source used by the State of Iowa and can be also tied to specific projects or work tasks. Time entry for the candidates can be configured to allow for splitting of hours across funding sources such as multiple Federal Grants. This allows for detailed reporting and tracking of expended funds. A timesheet is submitted each week by each engaged candidate. Hours can be submitted based on billable hours only or time-in and time-out notation. Comments can be entered on the timesheet to denote any special information regarding the hours worked for that week.

Peopleclick VMS can also import a timesheet file from a separate time system and import the time data into Peopleclick VMS. Through the Integration Manager, CAI can configure a process that imports time data from the State's time management system.