

ATTACHMENT B – TECHNICAL QUESTIONNAIRE

Instructions: This is a template to provide your Technical capabilities. Answer all of the following questions in full. Answer in the space provided below each question (adding more space, if required). If a question is not applicable, or if there is no response, so state that. References to supporting documentation provided outside the specific sections should have appropriate page number and reference. Address only those components requested.

II-4.1 Corporate Overview

1. Please describe your historical relationship with the Commonwealth of Pennsylvania, if any.

Computer Aid, Inc. (CAI) was founded in 1981 with start-up money from the Commonwealth of Pennsylvania; the relationship dates to the origin of our firm. Based in Allentown and employing more than 800 Pennsylvanians, we are arguably the most successful information technology (IT) company to emerge from the Ben Franklin Incubator Project. We have grown from a small firm of three staff into a multi-national corporation with annual revenues of \$169 million; we support public and private sector clients across the world. We currently employ 1,400 employees and business associates in more than 30 branch offices across the U.S. and overseas. This includes an off-shore delivery center in the Philippines. Our federal employer identifier is 23-2180878; our Dun & Bradstreet number is 07-372-7919; our SAP vendor number is 124783-000.

Since 1991, we have provided IT support to Pennsylvania agencies. CAI has been awarded more than \$30 million in business with Commonwealth agencies over the past two years – the fifth-highest revenue from the Invitation to Qualify (ITQ) process overseen by the Office of Administration/Office for Information Technology (OA/OIT). **This is a proven track record.**

CAI Clients in the Commonwealth of Pennsylvania		
Aging	Game Commission	State Employees' Retirement System
Agriculture	General Services	State Ethics Commission
Banking	Health	Office of Inspector General
Board of Probation and Parole	Health Care Cost Containment Council	Office of the Victim Advocate
Commission on Crime and Delinquency	House Republican Caucus	Patient Safety Authority
	Housing Finance Agency	Public Welfare
Conservation and Natural Resources	ImaginePA	Revenue
Corrections	Insurance	Sexual Offenders Assessment Board
Education	Justice Network	State Civil Service Commission
Emergency Management Agency	Labor and Industry (SWIF)	State Police
Environmental Protection	Military and Veterans Affairs	Treasury
Fish and Boat Commission	Office of Administration/ Office for Information Technology	Turnpike Commission

As a Pennsylvania firm, we are committed to assisting the Commonwealth in obtaining high-quality, cost-effective IT services via this contract. We have teamed with 51 other firms in presenting this proposal. Many are firms we have worked with in the past on other Commonwealth projects; all have passed our rigorous screened process. Our cost model assumes CAI will internally fill a modest five percent of the positions, with the large majority targeted to Disadvantaged Business Enterprise (DBE) firms, as shown in the accompanying chart.

Anticipated IT Positions	Pct
Computer Aid	5
Disadvantaged Businesses	75
Remaining Partners	20

Our focus in this project is to create the business infrastructure to make multi-business integration a reality for the Commonwealth. You will find our commitment to the Commonwealth of Pennsylvania (CWOPA) in the following key components of this proposal:

Focus on disadvantaged businesses

- ◆ 75 percent of the work is committed to Disadvantaged Businesses
- ◆ Ongoing DBE support, including mentoring, marketing and recruiting assistance
- ◆ Nine to 15 DBE firms identified for each CWOPA job title, on average

Commitment to Pennsylvania

- ◆ Our supplier base includes multiple Pennsylvania colleges/universities
- ◆ The DBE firms are primarily PA-based (a few are in Maryland and New Jersey)
- ◆ All firms are significant employers in Pennsylvania

Accurate, metrics-based pricing

- ◆ Our wage information is based on federal statistics, updated as of March 31, 2004
- ◆ We developed a mathematical cost model – and described it in detail
- ◆ We committed prices for two years – based on current prevailing wages

Business-to-business integration

- ◆ Our proposed service level agreement (SLA) exceeds the RFP requirements
- ◆ Our primary role is providing services from our partners
- ◆ Our network participates as partners in the SLA

Robust web-based software, embedded with SLA metrics

- ◆ State-of-the-art Peopleclick Vendor Management Software (VMS)
- ◆ Secure, recoverable environment, hosted by IBM with 24x7 availability
- ◆ VMS software customized to report SLAs and DBE utilization
- ◆ Ability to measure and report on the entire staffing process,
- ◆ On-line, real-time communication of all data, with drill-down capability

Value-Add

- ◆ Full understanding of Commonwealth policy derived from prior support
- ◆ Quality metrics focused on our business impact, rather than labor hours
- ◆ Our Tracer® work-management software, if desired, to measure results
- ◆ Productivity metrics via Tracer, if desired

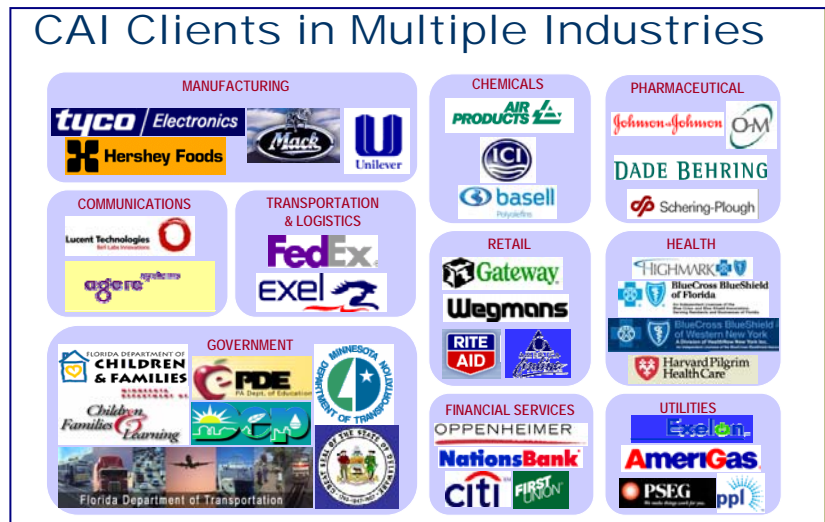
We have also considered CWOPA-specific data requirements for the VMS tool, such as tracking placements caused by agency retirements, including ImaginePA cross-references, integrating agency user-IDs, etc.

2. Please attach annual reports for your company and any parent companies for the past three (3) years.

We are a privately held corporation and do not issue annual reports. We have attached audited financial statements to this proposal, following our response to Question 38.

3. Describe in detail the contractor's experience acting as a Managing Supplier on behalf of entities similar in size and requirements to the Commonwealth. Include three client reference names and contact information for someone the Commonwealth can contact to discuss your historical performance.

Because our clients include virtually every sector of the public and private sector, we have a broad experience base. Over the years, we have worked for a significant number of Fortune 1000 clients, providing IT consulting services as well as application development and support. A sampling of our clientele appears in the accompanying graphic. We present three specific clients below, similar in size and requirements to the Commonwealth.



As formal references, we have included three clients where we provide contract labor as prime contractor.

New York State Department of Taxation and Finance

This is a state government client where we have a prime contractor relationship, similar to that proposed for the Commonwealth of Pennsylvania. Contract value is \$13 million. We have incorporated lessons learned from this engagement in our proposal to CWOPA.

The New York Department of Taxation and Finance (DTF) is responsible for administering tax laws, collecting tax revenue and providing associated services to the citizens of New York State. Historically, DTF has spent \$4 million annually on IT contract labor. In November 2003, DTF named CAI as prime contractor for programming services under a new three-year Multiple Award Standby Agreement (MASA). We are allowed first opportunity to respond to all requests for technical programming support at our contractual hourly rate; if we are unable to fill a specific request, the State will utilize one of the four secondary contractors. In the first six months of the contract, we responded to all requests, generally with five candidate resumes, and filled all required positions. Feedback on the effectiveness of the recruitment process and quality of the resources has been extremely positive.

The programming services category includes programmers and business analysts working in multiple IT environments. At present, we have 70 technical staff performing development and testing for the new e-MPIRE tax system, designed to provide a one-stop service to taxpayers. The system will be available on a 24x7 basis using a Java-based front-end and a COBOL/DB2 mainframe. We have a full-time manager on-site at DTF, who serves as the immediate point of contact for staffing requests; she is also responsible for providing management and administrative support to CAI staff. This approach allows DTF managers to focus on technical project management, with a minimum of staff management issues.

All candidates presented at DTF pass through our rigorous recruiting process, including technical tests, personality profiling, drug tests and a background check. Over the first six months of the contract, we screened 350 technical staff and presented 200 individuals for the allotted positions. For this account, we have teamed with three Albany-based partners and three national suppliers.

In addition, we are separately supporting the legacy Taxpayer Identification System (TID), using our Managed Maintenance methodology. The client plans to sunset the TID as part of implementing e-MPIRE. Our team includes three CAI and two DTF technical staff. We supervise all staff and use our Tracer® tool for recording and tracking all work assignments. Using the tool has enabled us to provide the client with extensive visibility into IT labor utilization; they are better able to see work in progress and planned enhancements and to prioritize work requests and other discretionary technical activity.

We present additional information on Managed Maintenance as our discussion of valued-added services (Question 38, page 120).

Contact	Contact
Anne Roest, e-MPIRE Project Director	anne_roest@tax.state.ny.us

International Monetary Fund

This reference is relevant because it shows our ability to assume a leadership position coordinating with other vendors and because of our outstanding on-site account manager. Contract value is \$30 million over five years. One of our critical success factors is our use of on-site managers, exactly as described in the current request for proposal (RFP), as well as our SLA guarantees to the client. We further correlate this reference to the RFP in our response to Question 10, page 35.

The International Monetary Fund (IMF), an organization of 184 member countries, is a specialized agency of the United Nations set up to promote the world economy. Based in Washington, D.C., the organization serves as the central institution of international payments and exchange rates among national currencies and strives to prevent crises in the international system by encouraging countries to adopt sound economic policies. The IMF is also a fund that member countries can draw on for temporary financing.

In 2003, the IMF selected CAI as one of three primary IT staffing vendors and awarded us 59 full-time positions. We were selected from 17 other vendors, including many incumbents, to provide managed staff augmentation services to the IMF. This engagement enabled the IMF to reduce their IT staffing vendors from 30 to three with the goal of decreasing and streamlining costs, reducing co-employment risks and increasing vendor accountability. We are the sole source for vendor support across six application areas, including the IMF's Intranet and Internet Applications, Economic Systems and Communications Support System. The primary technologies used at the IMF include Visual Basic, SQL Server, Component Object Model (COM), Active Server Pages (ASP), extensible markup language (XML), .NET and Excel, among others. We are responsible for staffing all positions across these six teams within established timeframes. Positions outside of the areas of responsibility of the three primary vendors are competitive across the three vendors.

This engagement includes on-site associate management. Our on-site account manager ensures our staff is meeting the IMF's expectations and that our associate development processes are executed appropriately. Our on-site manager also tracks our performance against pre-established SLA's and reviews the performance metrics with the IMF each quarter. SLA's include account and team retention, time to fill new positions, number of candidates released within 30 days of their start date, number of accounting errors per invoice and on-call compliance.

As part of our contract, we have an SLA to ensure continuity of service to IMF and minimize turnover of the previously contracted staff. There are individual SLA's for each team, as well as an account-wide SLA of 80 percent retention.

Contact	Contact
John Johnson, Division Chief, Economic Systems	jjohnson@imf.org

Educational Testing Service

Billings to ETS were \$22.5 million last year, similar in size to the Commonwealth requirements; this is our largest supplemental labor client. As a result of vendor consolidation, we are the sole point of outsourcing support for ETS. We worked with dozens of incumbent vendors to ensure continuity of service to ETS.

We have supported the Educational Testing Service (ETS) since 1992 in a variety of projects. This includes the California ETS project, where we provided project management and an application development team to support the State of California's ETS project to create and administer a high school exit exam. The application development included requirements, design, programming and testing using Oracle and Java. The project was successful and implemented on time.

In 2002, ETS moved to a preferred vendor approach for staff augmentation. As one of the four preferred vendors, we were selected to consolidate the remaining 25 non-preferred vendors (representing 60 people) and convert them to CAI subcontractors; we did this without attrition. Currently, we are managing the subcontractor relationship and have provided ETS with consolidated invoicing, contract administration and human resource (HR) management. We provide a dedicated on-site resource manager on-site to act as the liaison between ETS and the subcontractors. All escalation issues and requests are channeled through our resource manager.

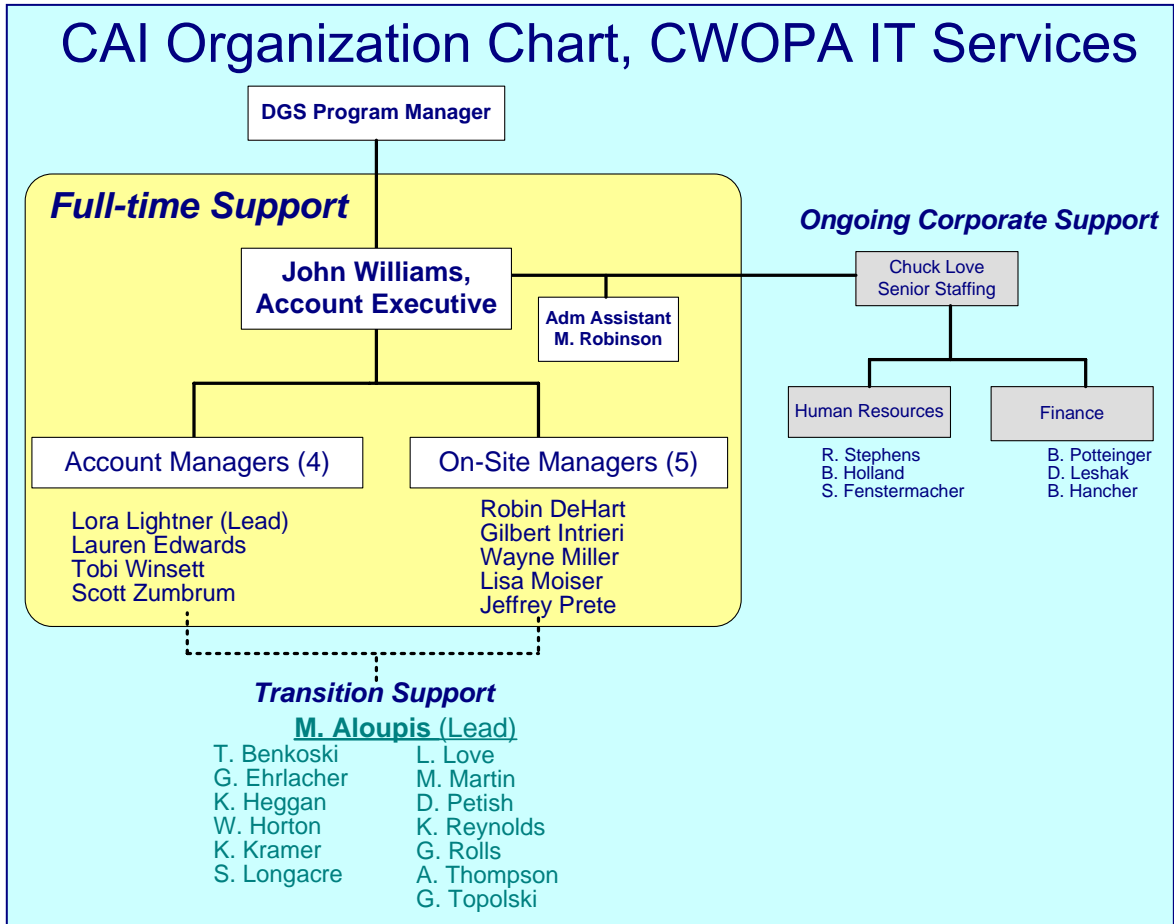
In addition, as one of the four preferred vendors, we respond to all new staffing requirements with qualified candidates and competitive rates. We currently have 12 consultants on-site in addition to the subcontractors managed through the vendor management initiative.

Contact	Contact
Don Vernan, Executive Director	dvernam@ets.org

II-4.2 Services Overview

- Describe the proposed account management structure to support the Commonwealth contract. Include an illustrative chart that represents the proposed structure, along with specifics on the number of dedicated account representatives expected, and the skills required of the account representatives. Provide the names, roles and resumes for the individuals the contractor is proposing for the dedicated account manager positions.

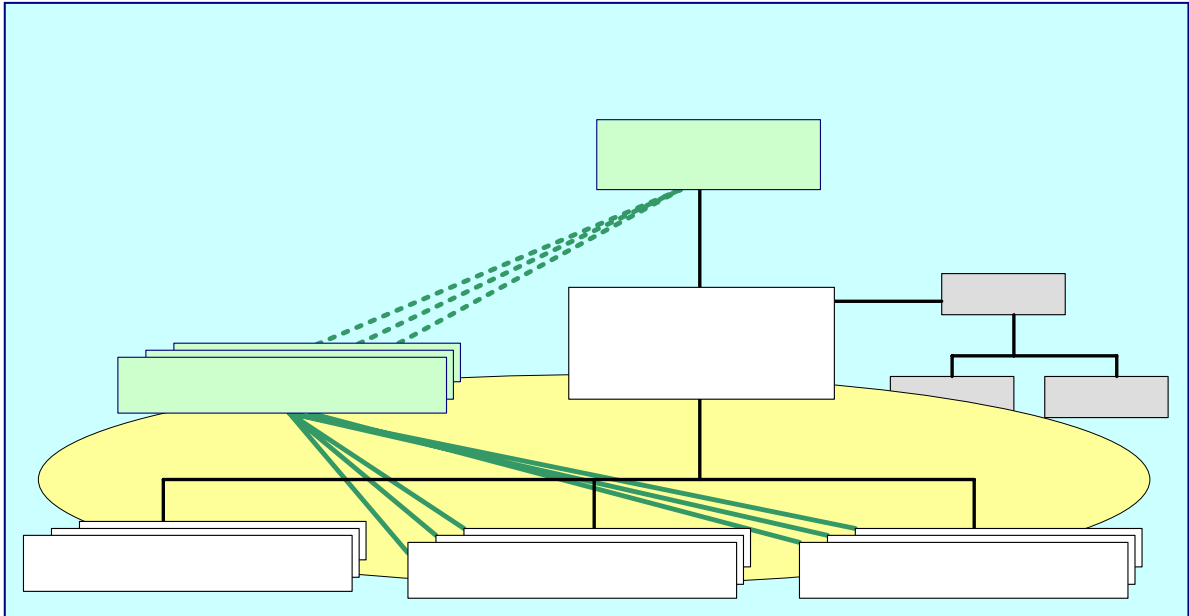
We have assigned a team of 11 staff full-time for the life of the project, based on staffing levels predicted in the RFP. The accompanying organization chart shows our dedicated team.



The full-time team will support the contract for its duration. During contract start-up, we intend to use additional support to ensure a smooth transition. A discussion of how this structure supports the contract appears below; we outline transition logistics in our discussion of the implementation plan (Question 28, page 93).

Structure

We are presenting an outstanding team of individuals to manage the contract. In addition to reporting up to the Department of General Services (DGS) as shown in the accompanying chart; our on-site managers and account managers will also have direct responsibility to their contacts in the specific agencies. The accompanying chart summarizes our approach.



During the transition period, we will deliberately overstaff in order to implement the program successfully. This includes use of corporate support staff to work with the suppliers, the account managers and the on-site managers. As part of our preparation for this proposal, we have established teaming agreements with the suppliers and begun working with the targeted account- and on-site managers; as we enter contract negotiations we will continue to expand on this. Our intent is to implement the technical and business infrastructure as quickly and smoothly as possible.

In the paragraphs below, we highlight the structure of the organization and its role in the contract; we have also provided biographical background on the account managers, as requested. Background information on the on-site managers appears in response to Question 10 (page 34); full resumes for all staff appear in **Appendix A: Resumes.**

Account Executive

John Williams (account executive) will be the single point of contact (SPOC) for the contract. He has 12 years experience in human capital management, including leading a \$35 million placement firm; he has extensive experience establishing and executing diversity plans as part of human capital management. He has also played an active role in preparing this proposal.

CWC

Supplier Network

Our supplier network comprises 51 firms able to support staffing positions in all areas of the Commonwealth, as shown in **Appendix B: Subcontractor Network** and summarized in our response to RFP Question 14 (page 40.) They will all use the same vendor management tool, with balanced access to filling specific job opportunities. We will ensure that the CWOPA sees “one face” for this contract (RFP question 18, page 68). Our suppliers will primarily interface with the account managers, as discussed below under the **Account Manager Role** heading on page 9.

On-Site Managers

Based on questions and answers (Q&A), we anticipate dedicated on-site managers for Labor and Industry (L&I), the Department of Revenue (DOR), the Department of Public Welfare (DPW), the Department of Transportation (PENNDOT) and the Department of Environmental Protection (DEP). At agencies with an on-site account manager, he or she will be your primary point of contact for staffing issues; the names of our proposed on-site managers appear in the accompanying table. We describe their background and the role of the on-site manager in our response to Question 10 on page 36. Skills needed for the position include strong human resource (HR) and IT skills, an ability to communicate with all levels of client- and technical staff and a strong focus on problem-solving. These are leaders who manage both people and client expectations.

On-Site Managers
Robin DeHart
Gilbert Intrieri
Wayne Miller
Lisa Moiser
Jeffrey Prete

Actual assignments will depend on the number of staff working on-site. In addition, we will have “virtual” on-site managers for all other sites to ensure proper management of people when they are working at agency locations without an on-site manager.

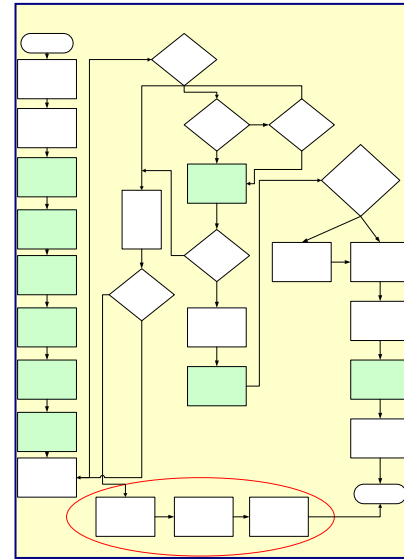
Account Manager Role

The remainder of this section focuses on the role our account managers will play over the life of the contract. As noted in Q&A,

Account managers will not be located on-site at CWOPA agency locations, but should be located at the awarded contractor's location. These account managers should handle receipt of requests, review of resumes selection of a set of resumes for each resource request, scheduling of interviews, and management of the web-based ordering and reporting tool. They should also be the main point of contact for invoicing and billing tasks and questions.

Skill sets needed for the job focus on the ability to match required skills to resumes and to select resources matched to the culture of the agency. Given the preponderance of subcontractors (Question 14, Page 40) in our staffing plan, our account managers also have the ability to work well with multiple vendors to provide effective communication between the CWOPA agencies, the network and the individual candidates presented to the hiring agency. They will negotiate all matters involved in placing a resource. In addition, they will interface directly with the on-site managers (Question 10, page 34) where applicable.

The accompanying diagram from RFP *Attachment L – Order Process* highlights the role they have in this contract. The color-coded process steps represent functions completed by our account managers, and we describe it in detail in our response to Question 5 (page 13). Our account managers will participate directly in the placement process. Their primary function is to coordinate between their assigned CWOPA agency/agencies and the network of suppliers to ensure fast delivery of qualified resources. We have 18 full-time recruiters supporting CAI placements, described immediately below, and the number assigned to the contract will be directly proportional to CWOPA’s labor demands. During the transition period (Question 28, page 93), we anticipate our entire staff will be actively filling agency requirements as IT staff transfer into the network. On an ongoing basis, we anticipate eight recruiters will support the Commonwealth on a near-full-time basis.



The narrative immediately below focuses on the qualifications of the account managers. All account managers have experience in evaluating requirements for technical support and interviewing/screening candidates for submission to CWOPA. All have experience using recruiting and placement tools; they are familiar with Peopleclick and other similar tools.

Michael Aloupis is director of recruiting for our Allentown-based business units, with more than 10 years of experience in IT recruiting. He directly supervises six of our recruiters and is heavily involved in process improvement. He has a Bachelor of Science degree in marketing. He also is responsible for our recruiting and staffing for the MASA contract for New York DTF (page 4); he is targeted to assist us during the transition and apply lessons-learned from New York.

Lora Lightner has eight years of experience in HR and IT recruiting. She holds a Bachelor of Science in labor and industrial relations from Pennsylvania State University. Her background includes leadership experience in recruiting and HR with some of the most preeminent high tech firms in the country. Lora has worked for industry leaders such as Dell Computers, Lucent Technologies, Bell Labs and TMP Worldwide. She has played an active role in creating this proposal and will work directly with the account managers and on-site managers during the transition period.

Lauren Edwards has more than 25 years of recruiting/sales experience on all levels in both IT and financial and investment services. As a technical recruiter, Lauren has maintained close consultative relationships with existing clients to develop customer job requirements. Lauren interviews, screens and tests candidates for in-house projects as well as client-managed work, matching both consultant and full-time employee candidates with customer job requirements.

Greg Ehrlacher has seven years of recruiting experience and has headed up recruiting efforts with companies such as IBM, Lucent, ATT and Johnson & Johnson. Focusing much of his efforts with CAI's world headquarters in Allentown, he recently has been very active recruiting in New York, Boston and Canada. Greg also has headed our college recruiting effort for the past five years.

Kevin Heggan has a technical background in computer programming, as well as four years of experience as a technical recruiter. His experience as a programmer and his ability to evaluate and screen candidates in a rapid manner has been extremely effective: he has a track record exceeding 100 placements per year.

William Horton has more than eight years of experience as an IT professional and six years as a technical recruiter. Prior to a career as a recruiter, he has 13 years experience in customer service/sales and marketing.

Ken Kramer is an HR professional with 10 years of diversified recruiting experience. During his career, Ken's focus has been on talent acquisition of candidates across a variety of competitive industries and skill sets, including: accounting, finance, banking, sales, marketing, education, healthcare and IT. He is certified as a Professional in Human Resources from the Society for Human Resource Management.

Sherri Longacre has three years of experience in IT, with skills as a helpdesk analyst; she now acts as a recruiting coordinator. She has extensive customer service experience related through current client environments and a long pre-history of patient relations in the allied health field. She is an adept communicator, has excellent interpersonal skills, is self-motivated and has a strong, dedicated work ethic.

Laura Love has five years of experience as a technical recruiter. She demonstrates strong ability on the technical side, focusing on Lotus Notes, quality assurance (QA) testing, project management, business analysis and enterprise resource planning (ERP) skills.

Michelle Martin has nearly six years of HR and recruiting experience. She holds a Bachelor of Arts degree in sociology from Georgetown and recently assisted with the transition of our 60-person engagement at ETS. This included reviewing contractor qualifications and converting existing contractors to CAI employment status or to CAI subcontractor status in a timely and effective manner.

Deanna Petish has five years of experience as a technical recruiter. Her expertise includes using a variety of different resources to generate leads for specific account and geographic needs. She has managed the entire recruiting and hiring process beginning with networking/locating candidates; screening, qualifying and closing candidates in compliance with our HR and Equal Employment Opportunity Commission (EEOC) requirements.

Kendal Reynolds has eight years of experience in the IT industry. Her career includes a background as a technical recruiter and recruiting leader; she is currently performing as a recruiting manager, responsible for the overall regional recruiting objectives and hiring

process in the Philadelphia area. She functions as a senior technical recruiter as well, focused on senior management, negotiations and strategic recruiting needs.

Gail Rolls has more than eight years of recruiting experience, with the last six focused on IT. She possesses a Master of Arts in professional communication, with a concentration in organizational communication.

Amy Thompson has more than 11 years of recruiting experience in both the IT and financial services industries. As a technical recruiter, Amy has successfully placed candidates across various technologies, including mainframe, client/server, desktop services, project management, business analysis and specialized technologies. Her HR experience includes Equal Employment Opportunity (EEO) tracking/compliance, wage/benefit benchmarking and survey preparation, benefit administration and pre-employment screening. She also participates on non-profit and community committees, employment initiatives such as school-to-work programs, employment of individuals with disabilities efforts and re-entry into workforce programs.

Ginger Topolski has more than 18 years of successful experience as an account manager, resource manager, technical recruiter, director and vice president in IT professional services. Based in South Florida, she is responsible for all phases of the recruiting process from sourcing through offer negotiations. Ginger participates in continuous improvement efforts striving for “best practice” recruiting methods.

Tobi Winsett has an associate degree in business management and more than four years of IT recruiting experience. While completely technical, her experience spans a multitude of platforms and industry verticals. Tobi's primary focus at CAI is the state government vertical where she adds great value drawn from her recruiting knowledge and experience.

Scott Zumbrum has 16 years of IT recruiting experience. Scott was the lead staffing consultant on a number of large IT recruiting efforts. While specializing in ERP skill sets, Scott is also proficient in most software and hardware skill sets. Scott has a Bachelor of Science degree in information systems from York College and a Master of Business from Trinity College.

5. Taking into consideration the management structure proposed in #4, please describe the processes the contractor would implement to conduct the daily services business of this contract. Include the steps that involve Commonwealth staff, from all agencies.

In broad terms, our daily support covers both managing people already assigned and supplying new staff. This response thus focuses on the functionality required for each of these processes. Note: the daily services described here are ongoing; CWOPA staff are also involved in the transition, as discussed separately (Question 28, page 93).

Daily Services: Assigned Staff

This sub-section addresses the daily business activity of ensuring that our technical staff are performing effectively in their roles – the issues associated with managing people. At locations where we have an on-site manager, our manager will perform this function; we describe this in detail in our response to RFP Question 10 on page 36. For locations where we have no on-site manager, a “virtual manager” will provide this function. Most of the process documented below is normal people management, and we anticipate only moderate time-requirements from agency staff. Your normal interaction with the staff will focus on the daily task assignments related to their support for the agency.

On-Site Managers
Robin DeHart
Gilbert Intrieri
Wayne Miller
Lisa Moiser
Jeffrey Prete

Team / individual performance

The RFP as currently written focuses on labor hours as a measurable quantity; we have other clients where our SLA focuses on productivity and the quality of the work performed (Question 38, value-added services, page 120). Even without a formal SLA for quality, we will monitor the work of our technical staff via surveys (VMS tool, page 100, and customer satisfaction SLA, page 86), personal assessment by our on-site managers (Question 10, page 34) and a one-on-one discussion with the agency manager to whom the staff member reports for technical assignment. None of these will require substantial agency involvements, and our focus is on ensuring high-quality work from our staff.

Team priorities

The agency manager will have daily oversight of the work assignments and task activity of our staff; the time commitment on the manager’s part is commensurate with the complexity of the work assignment. Where we have teams of technical staff, our on-site managers may assist with monitoring staff work load and work priorities.

Open issues

We will monitor our staff to ensure closure for personal issues, including coordinating anticipated and unanticipated absences. This also includes escalation of issues through the organization, if appropriate. Our account executive (organization chart, page 8) will be the ultimate point of contact for any issues escalated by the agency.

Successes/Rewards

One of the critical success factors of our staff management at IMF (page 5) is the fact that we manage our people. Our goal is to ensure appropriate people management, in order to ensure agency managers can focus on business and technical issues related to the

immediate projects, rather than any personnel issues. Each individual assigned to an agency will have a vendor-assigned manager for issues related to compensation, benefits, etc., in addition to his/her reporting relationship to an agency manager.

Client Satisfaction

We will ask the CWOPA agency to complete electronic surveys of client satisfaction. These include both qualitative and subjective evaluation (Question 22, page 82); they can also be agency-specific.

Spotlight new skills (hot lists)

Identifying new requirements is a shared responsibility involving CAI, the network and CWOPA agencies.

Through our own use of the network and staff placements, we will be constantly aware of the supply/demand availability of specific skills. We also pro-actively intend to work with CWOPA to stay ahead of the supply curve by projecting newly emerging skills.

We will proactively foster a database of skills needed by agencies – prior to the requisition. This in turn requires us to remain abreast of IT trends in general, CWOPA trends in particular and agency-specific requirements. We will be in regular, personal contact with CWOPA agencies; we will also do this as part of our quarterly meetings with DGS and agency management.

We will also continue working with the Technology Council of Central Pennsylvania (TCCP) and OA/OIT to remain abreast of emerging IT requirements.

SLA-related monitoring

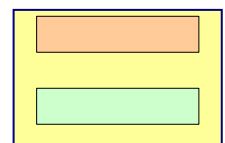
At a global level, we will monitor how well we execute against our SLA; we are customizing our VMS tool to generate CWOPA-specific reports (Question 34, page 110). At the agency level, our business services include providing similar status and check-point reports, with relevant detail according to the volume of business with the agency. We will present metrics on a regular basis, either monthly or quarterly, as determined by the agency and/or DGS.

CWOPA involvement includes reviewing SLA reports, normal staffing/support meetings and approval/processing of invoices. We will also request you to complete evaluations of our staff at periodic intervals.

In summary, daily activity includes management of our staff, and we intend to directly address as many administrative, people-related issues as possible. This in turn will enable the agency to focus on the business- and program-related issues directly related to our staffs' work assignments.

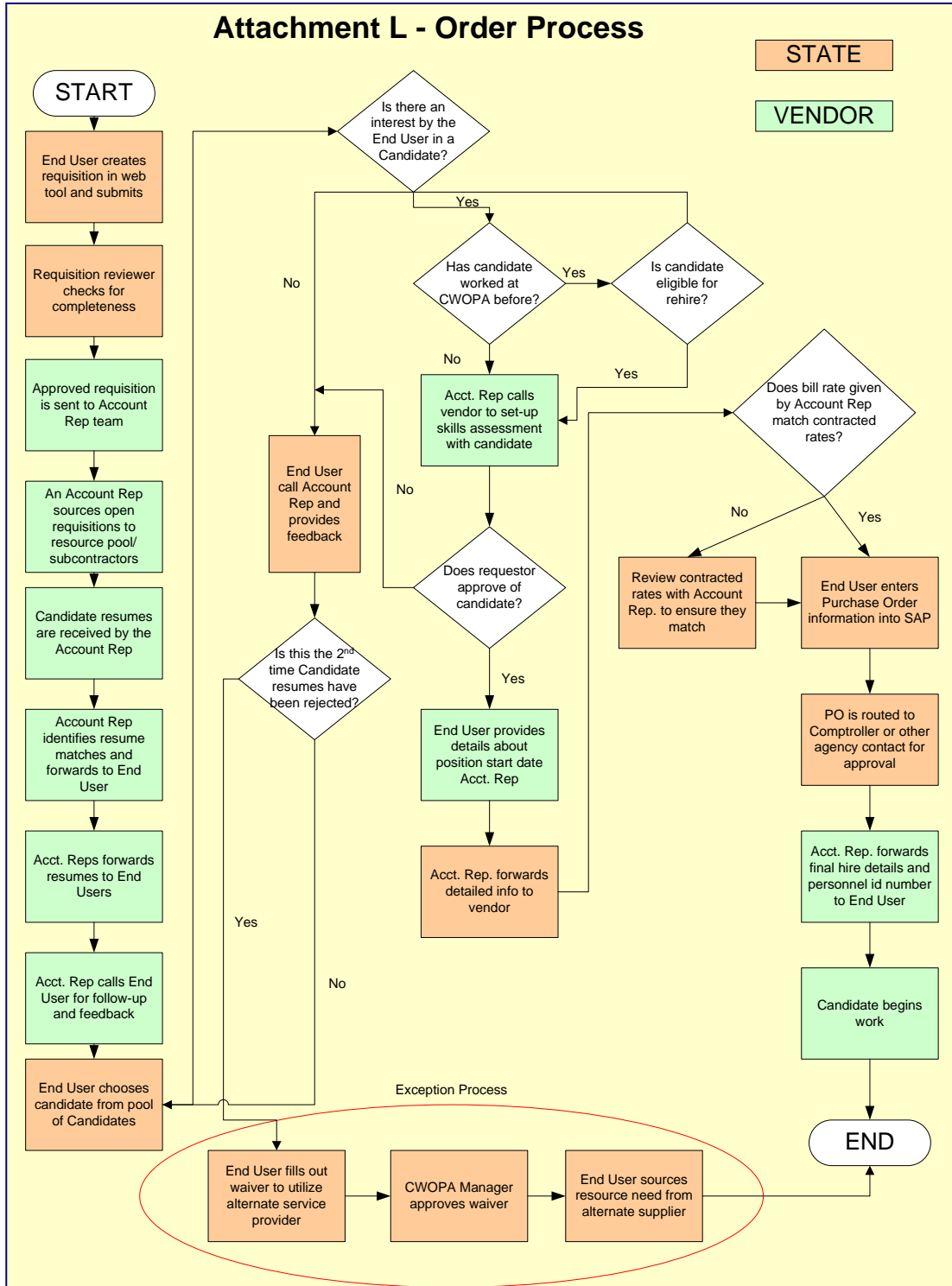
Daily Services: Placement Process

The other major business function involves placing people with CWOPA agencies. The placement process will follow RFP *Attachment L – Order*



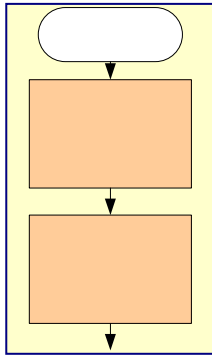
Attachment B – Technical Questionnaire

Process, as shown in the accompanying diagram. The chart separately highlights contractor and CWOPA responsibilities within the process, and we use it in the subsequent narrative to describe the specific process steps.



In addition, we present specifics on our proposed Vendor Management System (VMS) software in our response to RFP section II-4.10 Web-Based Tool beginning on page 100. The software itself automates many of the functions shown in the accompanying diagram, including all of the diamond-shaped decision points. The narrative below describes the process from a business perspective.

Open a requisition (agency)



Authorized agency users will have direct access to our VMS software. As part of project initiation, we will have customized it with the required Commonwealth nomenclature, including the job titles and skill categories presented in the RFP. Skills categories can be updated across the life of the contract, as discussed in our response to RFP Question 13 on page 39. As part of our transition (question 28, page 93), we will provide training to selected agency staff so they are comfortable with both the tool and the process. We will ensure the same basic process is followed by all agencies; as noted in the RFP, some agencies may have additional steps involved in opening and approving a requisition.

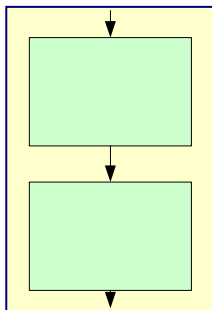
At this point in the process, the authorized agency manager has reviewed and approved the requisition; it is released to CAI.

Identify and present candidates (CAI)

The process of finding and presenting appropriate, qualified individuals involves multiple steps, some of which are automated.

START

Release requisition



Our VMS tool automatically notifies appropriate personnel within our team. We anticipate having a primary and backup account manager for each agency; all account managers can support the others as needed. In our experience, a single account manager can effectively manage 25 open requisitions at any one point in time; if one agency is having a lull in hiring, its account manager is available to support his/her colleagues supporting another agency.

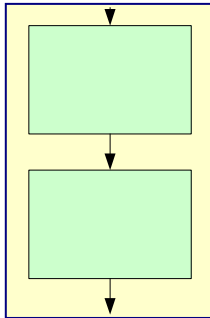
End User creates requisition in web tool and submits

The tool automatically matches the requisition by geography, skills and labor category to the appropriate members of our supplier network, including our own CAI staffing. Among other things, we intend to use the VMS tool as a repository of available candidates, including resumes and skill-specific information for candidates previously presented. Especially for urgent requests, this will enable us to respond to urgent requests based on resumes already on file. The VMS tool automates the filtering and matching process.

Requisition reviewer checks for completeness

Screen candidates

We will release the requisition to our supplier network via the VMS tool. As subcontractors respond, they upload candidate resumes into the software and identify specific skills, using the VMS database fields. This is an important part of skill-matching. The tool also includes duplicate detection to enable us to identify either multiple versions of the same resume or submissions of a candidate by multiple companies. It will also enable us to track prior placements with CWOPA agencies and pre-existing clearance information already on file.

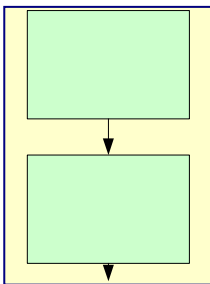


The subcontractors will follow their own management and screening process when hiring staff; we will ensure a proper fit based on their “score” from the VMS tool, their resume and personal interview(s) with them. As required by the RFP and our SLA, we will respond with an appropriate number of resumes for each requisition (normally, three). We will work with the agency to determine the appropriate protocol for releasing resumes. For an urgent request, we assume the

agency will want to receive resumes as they become available; for a routine request, we assume the agency will prefer to receive the resumes as a bundle, representing our best match of people to the specific requisition.

Release information on candidates

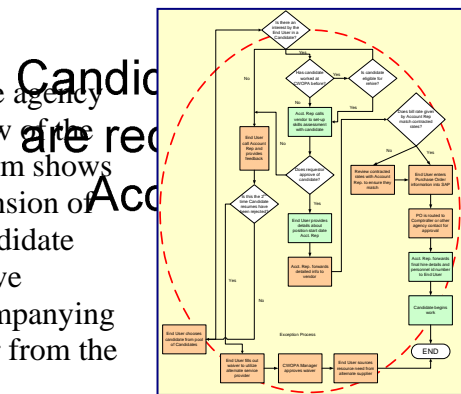
This step represents both automated and manual processes. When the account manager releases a resume or bundled group of resumes for a requisition, the VMS software automatically sends this information to the agency contact for review and processing. This includes information pertinent to the SLA, such as elapsed time. The tool also supports online discussion threads for requisitions as well as free-format comments, and we intend to use it to record information relevant to the requisition.



The advantage of using the tool for comments and other free-format information is to keep all information in a single repository. This avoids chains of emails to various people involved in the process, both by CWOPA and supplier staff. We will also use the tool to track conversations or correspondence with the agency.

Select appropriate candidate (Agency, CAI)

Selection and approval involves interaction between the agency and the account manager, including a personal interview of the candidate where appropriate. The accompanying diagram shows the steps in the process; we understand it to be an expansion of the process step beginning with “End User chooses candidate from pool of Candidates.” For ease of reference, we have retained the color-coding from the diagram in the accompanying table and presented our narrative in chronological order from the standpoint of the parties involved in the process.



Account Rep identifies resume matches and forwards to End

Attachment B – Technical Questionnaire

Phase	Task	Comment
Pre-Interview	Is there an interest by the End User in a Candidate?	This is electronic agreement by the agency
	Has candidate worked at CWOPA before?	Our database will retain this information
	Is candidate eligible for rehire?	
Interview	Acct. Rep calls vendor to set-up skills assessment with candidate	This allows the agency to interview the candidate via telephone or personal interview on-site
Approval	Does requestor approve of candidate?	The agency manager can record acceptance directly in the VMS tool
	End User provides details about position start date Acct. Rep	We understand the actual start date will depend on purchase order (PO) approval
	Acct. Manager forwards detailed info to vendor	Our account manager will serve as SPOC for the requisition and ensure the quality of all candidates presented
Acceptance	Does bill rate given by Account Rep match contracted rates?	Our software will ensure accuracy of billing rates; we understand CWOPA requirements to double-check. Our future electronic interface to ImaginePA will also eliminate this step.
	Review contracted rates with Account Manager to ensure they match	
	End User enters Purchase Order information into SAP	The future electronic interface will automatically transmit SAP information to our hosted web site, after the PO is approved
	PO is routed to Comptroller or other agency contact for approval	
Finalization	Acct. Manager forwards final hire details and personnel ID number to End User	We will ensure that candidates begin work only after the PO has been issued, unless otherwise directed by CWOPA
	Candidate begins work	
Exception Processing	Is this the 2nd time Candidate resumes have been rejected?	We are providing an SLA with this proposal. We understand the need for exception processing.
	End User fills out waiver to utilize alternate service provider	
	CWOPA Manager approves waiver	
	End User sources resource need from alternate supplier	

Attachment B – Technical Questionnaire

6. Describe the account management team's typical response time to the following events (see RFP section II-4.7 for required minimums):

The text of our response to this question appears verbatim in the individual contracts we have signed with our subcontractors.

The accompanying text describes our typical response for each item. Our subcontractors will assist us in ensuring a similar response to future staffing requirements. These response times meet or exceed the SLA requirements from the RFP, as discussed in our response to Question 25 (page 86).

- a. Confirmation of receipt of request for resources
Instantaneous (all parties are using the same web-based software)
- b. Delivery of resumes in response to a request for resources
Within two business days
- c. Delivery of resumes in response to an URGENT request for resources
For pre-defined skills, one day or same day submission. For new or undefined skills, no more than two days.
- d. Removal of resource who is not performing to COMMONWEALTH standards as specified in the position's specific Job Description or who does not have acceptable skill levels
Within 24 hours of official notification
- e. Replacement of removed resource
Within two business days

7. Describe the plan to support the pricing submitted as the contractor's best and final offer, from the account management team up to the contractor's Senior Management. How will the contractor ensure that the pricing provided in this proposal and any subsequent negotiations is guaranteed for the life of the contract? **(Do NOT describe any specific information concerning PRICING in the Technical portion of the proposal. This question asks for your PLAN, not specifics about PRICING.)**

The text of our response to this question appears verbatim in the individual teaming agreements we have signed with our subcontractors.

Our pricing is premised on determining an accurate wage rate with an accurate, metrics-based markup, to ensure a deliverable supply of labor to CWOPA. We believe that market forces, as channeled through the metrics of this contract, are the most consistent means of guaranteeing pricing over a five-year period. Our intent is to ensure CWOPA a stable supply of IT resources at a guaranteed price that ensures us and our suppliers an appropriate markup. We have taken pains to ensure the prices we quote will bear scrutiny, by DGS, our suppliers and the market place. Our pricing can be summarized as follows:

Deliverable Wage Rate + Equitable Markup = Guaranteed Price

As required by the RFP, we are committed to a two-year pricing model, with changes in the three subsequent years based on empirical metrics:

Pricing for each one (1) year renewal option will be determined by evaluating the contracted pricing and the Northeast Employment Cost Index for Wages and Salaries, published by the Bureau of Labor Statistics, and negotiating increases or decreases in pricing.

We developed a point-in-time model for current wage rates. With the Pennsylvania economy on the upswing¹ and our intent to rely on market forces to control pricing, we needed the most accurate and immediate data available. Details of the metrics behind our pricing model appear in our response to Question 8 (page 22). We thus derived the baseline prices for this contract using robust empirical information. As part of deriving our quotation, we have involved our local recruiting staff; our regional (Harrisburg-based) sales, management and accounting staff; our chief financial officer (CFO) and our chief executive officer (CEO). We also have internal wage and pricing data from CWOPA contracts over the past five years.

In order to ensure market-driven pricing, we also ensured that our prevailing wages were neither excessively low nor excessively high. With 95 percent of the staffing coming from our suppliers, we are committed to ensuring the individual workers receive fair wages for their efforts. As we have with the IMF (page 5) and New York DTF (page 4), we are prepared to commit contractually to the pricing schedule quoted with this proposal. We will be happy to provide our current fee schedules for IMF and DTF to the evaluation committee, if relevant.

¹ The Department of Revenue reports May collections are up by 5.8 percent and fiscal year-to-date collections up 2.3 percent

8. How does the contractor plan to ensure that all subsidiaries and subcontractors will honor the pricing provided in the pricing submittal? **(Do NOT describe any specific information concerning PRICING in the Technical portion of the proposal. This question asks for your PLAN, not specifics about PRICING.**

The text of our response to this question appears verbatim in the individual teaming agreements we have signed with our subcontractors.

The cost basis (included separately as **Attachment C – Price Submittal**) contains the relevant employee-level compensation for each labor category. As we fill specific requests for IT labor, our suppliers will know the cost basis on which we are supplying candidates. Because the information is market-driven based on prevailing wages, our suppliers will hire individuals at market rates to accomplish the specific task. We believe our subcontractor network is large enough to ensure healthy competition within the network itself, where necessary.

We used industry metrics in building the cost model. Among other things, we wanted to ensure our suppliers are paying appropriate wages to their staff and that we are paying appropriate fees to our suppliers, especially Disadvantaged Businesses. We created a metrics-based cost model to derive accurate, meaningful wages and markup. We have arrived at all numbers without collusion in any fashion with potential competitors, as required by the RFP.

The purpose of the remaining narrative in response to this question is to document the empirical data and assumptions embedded within our pricing. This is the primary business means of ensuring an accurate pricing model. In addition, each of our subcontractors has an SLA commitment to us, as discussed in our response to RFP Question 25 (page 86).

Our subcontractors are aware of the metrics-driven model created for this proposal and intend to follow it in supplying support to CWOPA. Using empirical means is the most accurate means of assuring CWOPA current market prices and of obtaining agreement from our suppliers. We developed the model to bear scrutiny by both suppliers and DGS.

Baseline Wages

The purpose of the extended narrative below is to explain how we derived each component of our pricing for this proposal. This information is presented sequentially.

As described in the RFP, the required basis for pricing is the wage rate, defined as the worker's gross hourly pay within a three dimensional grid of job title, skill level and skill category. We derived our wage rate from the Economic Research Institute (ERI), which in turn starts with annual statistics maintained by the U.S. Department of Labor (DOL) and updates them quarterly within the ERI database. The DOL baseline was effective as of 2003; ERI data was valid as of March 2004. ERI is an independent research firm that does not provide consulting services; its algorithms and software have been in use for the past 30 years.

ERI first developed the concepts related to using simple linear regression models for wage and salary differentials, dating back to 1974; the current multiple regression

techniques have been continuously refined since they were first developed in the late 1980s. Cost-of-living (COL) models originated in 1989, partly because the federal Bureau of Labor Statistics (BLS) discontinued its Urban Family of Four Index. ERI methodology has benefited greatly in recent years due to the refinement of analyses as well as the increasing availability of data relating to wages, benefits and costs.

ERI's *Geographic Assessor & Pay Survey* software determines salary and cost-of-living differentials between more than 7,200 U.S. and Canadian locations. Research for the *Geographic Assessor & Pay Survey* software and databases focuses on the presentation of wage and salary structures for each geographic area based upon consensus regression analyses of salary surveys, and also incorporates summary cost-of-living data from ERI's *Relocation Assessor & COL Survey* software. The *Salary Assessor & Survey* software provides "consensus" wage and base salary (mean and median) ranges for more than 4,600 different position titles as compiled from available published survey sources. Estimates may be adjusted for user inputs of salary planning date, metro area industry and company size. The *Salary Assessor & Survey* software includes position descriptions for job matching. Benchmark listings for jobs by industry, as well as multiple area listings for a single job in up to 99 metro areas, are provided in summary listings.

Job Titles

We have based our wage assumptions in our response to RFP *Attachment C Price Submittal* on detailed industry information from ERI as well as information available from DOL. The accompanying table provides a cross-reference from the RFP to the federal job codes we used as input to our model. It shows both the *Dictionary of Occupational Titles* (DOT) reference and the Standard Occupational Classification (SOC), both from the U.S. Department Labor. In the final cost model, we evaluated current compensation reported in the multiple Pennsylvania geographies representing the five RFP areas. We are open to negotiation with DGS on our cross-footing between the DOL categories and our wage determination, if appropriate.

RFP Job Title	Department of Labor		ERI Reference
	DOT	SOC	
Programmer	030.162-010	151021	4020 Computer Programmer 1
	030.162-014	151051	1879 Computer Programmer 2
	030.062-200	151032	7585 Computer Programmer 3
Tester	019.061-011	172199	1185 Engineer Test Generic
	019.137-043	119041	1180 Engineering Supervisor Test
Program Manager*	N/A	N/A	N/A
System Specialist	030.167-014	151051	4084 Computer Systems Analyst
Functional Architect	030.167-500	151051	1881 Business Systems Analyst
Product Specialist	030.062-200	151032	7585 Computer Software Developer
Technical Writer	131.267-026	273042	751 Technical Writer
Technical Architecture Specialist	030.062-010	151031	1861 Software Engineer
Team Lead	030.167-010	151021	4043 Computer Programmer Lead
Software Process Engineer	033.167-010	151041	1884 Information Processing Engineer
Quality Assurance Specialist	033.262-010	151051	5062 Analyst Quality Assurance
System Administrator	030.162-500	151051	1853 Computer Systems Administrator
Database Administrator	039.162-010	151061	1863 Database Administrator
Helpdesk Support	032.262-201	151041	5061 Help Desk Representative
Data Entry Operator	203.582-054	439021	4024 Data Entry Operator

* Note: "Program Manager" does not have an equivalent SOC code; we used market research for this category

Attachment B – Technical Questionnaire

The accompanying narrative provides the extended job descriptions for each of these labor categories; this in turn supports our detailed matching with RFP *Attachment D – Job Titles and Descriptions*.

DOT/SOC-Based Job Descriptions
ERI Survey Code: 4020 Computer Programmer 1
Alternate Titles: Applications Programmer; Programmer Computer; Software Programmer
Write, test, and maintain computer programs which provide instructions computers must follow to perform their function
Conceive, design, and test logical structure for solving problems by computers
Write programs according to specifications which may be provided by computer software engineers, systems analyst, or computer scientist
Updates, repair, modify, and expand existing computer programs
This position is distinguished from computer programmer 2 (programmer analyst) as this position may not include or involves a lesser degree of (structured analysis, impact and compatibility analysis, cost analysis, computer capability analysis, feasibility studies, and user/ customer interface). Typically requires a four year college degree in field of specialty.
Some companies may accept equivalent education and experience combined.
ERI Survey Code: 1879 Computer Programmer 2
Alternate Titles: Analyst Programmer; Computer Programmer Analyst; Logistics Analyst; Programmer Analyst
Responsible for both the systems analysis and the actual programming work
Evaluates users requests for new or modified computer programs to determine feasibility, cost and time required, compatibility with current system, and computer capabilities
Formulates plan outlining steps required to develop program, using structured analysis and design
Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems
Usual requirement is a four year college degree in field of specialty
Some companies may accept equivalent education and experience combined.
ERI Survey Code: 7585 Computer Programmer 3
Alternate Titles: Computer Software Developer; Programmer Computer 3; Software Developer
As a specialist, conducts analysis, designs products, and programs computer software which requires extensive research.
Typical background for this position is advance study/knowledge in the field of computer science or software engineering along with advanced knowledge of software development and methodologies.
Excludes paraprofessional positions
ERI Survey Code: 1185 Engineer Test Generic
Alternate Titles: Test Engineer Generic
Conducts environmental, operational, or performance tests on aeronautical, electrical, mechanical, electro-mechanical, general industrial, experimental, automotive equipment, industrial machinery and equipment, controls, and systems and other products and systems
Typically requires a bachelor's degree in field of specialty
Positions covered by this definition are characterized by the inclusion of work which requires and understanding of both theories and principles.
Excludes paraprofessional positions.

DOT/SOC-Based Job Descriptions
ERI Survey Code: 1180 Engineering Supervisor Test
Alternate Titles: Supervisor Engineering Test; Test Engineering Supervisor
First line supervisory position with responsibilities for employees engaged in test engineering activities
Typically reports to engineering manager level in the organization
Analyzes and resolves work problems, or assist employees in solving work problems
May recruit, hire, train staff, evaluate employee performance, and recommend or initiate promotions, transfers, and disciplinary action
Supervises professional and paraprofessional test engineering personnel
ERI Survey Code: 4084 Computer Systems Analyst
Alternate Titles: Analyst Systems; Systems Analyst
Solve computer problems and enable computer technology to meet the needs of the organization
Performs system studies to assist organization to realize maximum benefit from investments in equipment, personnel, and business processes
Plans and develops new computer systems or devises ways to apply existing systems resources to additional operations
May design new systems, including both hardware and software, or add new software applications to harness more of computer's power
Analyzes user requirements, procedures, and problems to automate processing or to improve existing computer system
Usually requires a four year college degree in field of specialty
Some organizations may accept equivalent education and experience combined.
ERI Survey Code: 1881 Business Systems Analyst
Alternate Titles: Analyst Business Systems; Business Systems Software Analyst; Systems Analyst Business
Analyzes business processes, functions and procedures to determine the most effective business systems software to meet the needs of the organization
Establishes systems specifications and objectives, based on business requirements and cost effectiveness, and provides recommendations to management personnel
Participates in system development and design, including software programming and table, report and panel design
Formulates test plans and coordinates and performs software testing
Coordinates implementation of the system software, including conversion of data to the new system and works with application support personnel to resolve system problems
This job typically requires a four year degree in Computer Science, Information Systems or a related field.
ERI Survey Code: 7585 Computer Software Developer
Alternate Titles: Computer Programmer 3; Programmer Computer 3; Software Developer
As a specialist, conducts analysis, designs products, and programs computer software which requires extensive research
Typical background for this position is advance study/knowledge in the field of computer science or software engineering along with advanced knowledge of software development and methodologies.
Excludes paraprofessional positions
ERI Survey Code: 751 Technical Writer
Alternate Titles: Writer Technical
Develops, writes, and edits material for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, and installation, operation,

DOT/SOC-Based Job Descriptions
and maintenance
To carry out responsibilities for this position typically requires a four year degree.
ERI Survey Code: 1861 Software Engineer
Alternate Titles: Computer Software Engineer; Engineer Computer Software
Applies principles and techniques of computer science, engineering, and mathematical analysis to the design, development, testing, and evaluation of software and systems which enable computers to perform their applications
Excludes paraprofessional positions and requires a degree in software engineering design and development
ERI Survey Code: 4043 Computer Programmer Lead
Alternate Titles: Chief Computer Programmer; Lead Computer Programmer; Programmer Lead Computer
Has lead responsibility for the adherence to planning, policies, practices and personnel while overseeing a computer programming project or group of programmers.
Usually reports to a supervisor of programming.
Position is distinguished from a supervisor as position does NOT have full responsibility for recruiting, hiring, promotions, transfers, and disciplinary actions.
Typically requires a four year college degree in field of specialty.
ERI Survey Code: 1884 Information Processing Engineer
Alternate Titles: Analyst Computer Systems Hardware; Computer Methods Engineer; Computer System Hardware Analyst; Computer Systems Engineer; Engineer Computer Methods; Hardware Analyst Computer Systems
Analyzes organizational business needs in terms of information technology systems requirements
Plans information technology system which will provide system capabilities required for projected work loads, and plans layout and installation of new system or modification of existing system
Requires a bachelor's degree in field of specialty
Excludes paraprofessional positions
ERI Survey Code: 5062 Analyst Quality Assurance
Alternate Titles: Computer Programmer Quality Assurance; QA Analyst; QA Programmer
Run in depth testing, diagnose problems, recommend solutions, and determine if program requirements have been meet
Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines
Conducts compatibility tests with vendor-provided programs
Recommends program improvements or corrections to programmers
Usual requirement is a four year college degree in field of specialty
Some organizations may accept equivalent education and experience combined.
ERI Survey Code: 1853 Computer Systems Administrator
Alternate Titles: Administrator Systems; IT Systems Administrator; Systems Administrator
Performs duties involved in the development, testing, implementation and maintenance of operating system and related software
Responsibilities differ from those of a System Programmer in that the System Administrator is not responsible for altering operating system's software codes
Establishes and implements standards for computer operations for compatibility between hardware and software, according to specifications and parameters
Troubleshoots and resolves software, operating system and networking problems

DOT/SOC-Based Job Descriptions
Schedules, performs and monitors system backups and when necessary, performs data recoveries
Recommends hardware and software upgrades, according to growth statistics and disk space forecasts
A combination of over four years of directly related training and/or experience is typically required for carrying out the responsibilities for this job.
ERI Survey Code: 1863 Database Administrator
Alternate Titles: Computer Database Administrator
Work with database management systems software and determines way to organize and store data
Determine user requirements, set up computer databases, and test and coordinate changes
Activities involve interaction with development and end-user personnel to determine application data access requirements, transaction rates, volume analysis, and other pertinent data required to develop and maintain integrated databases
Ensures performance of database
Typically requires a bachelor's degree in field of specialty
Excludes paraprofessional positions
ERI Survey Code: 5061 Help Desk Representative
Alternate Titles: Computer Help Desk Rep.; Computer Help Desk Tech; Coordinator Help Desk; Help Desk Coordinator; Help Desk Technician; Information Center Representative; Information Systems Representative; Representative Help Desk; Technician Help Desk
Assist computer user with hardware and software questions
Field phone calls and email questions from computer users seeking guidance
Ascertain from computer user the nature of problem, formulates diagnose, and assist user through problem solving steps
Applies understanding of computer software and hardware to resolve problems of users
Organizations usually prefer two years of postsecondary training in field of specialty.
Some companies may accept equivalent education and experience combined.
ERI Survey Code: 4024 Data Entry Operator
Alternate Titles: Computer Data Entry Operator; IT Operator Data Entry; Key Entry Operator; Operator Data Entry
Operates keyboard or other data entry device to enter data into computer or onto magnetic tape or disk for subsequent entry
Enters lists of items, alphabetic, numeric, or symbolic into computer or completes forms which appear on computer screen
May manipulate existing data, edit current information, or proof read new entries in database for accuracy
May utilize optical scanners

Wages for Job Titles

After matching the ERI codes to the RFP, we then obtained wage information as shown in the accompanying sample for “Computer Programmer 1” (eDOT 030.162-010 and SOC 151021).

This in turn allowed us to map the wages to the appropriate categories from RFP *Attachment D: Job Categories and Descriptions*. We are including this level of detail in our response to show the data we collected and the metrics we used in building our cost model.

Computer Programmer 1 eDOT:030.162-010, SOC: 151021			
Years Experience	10th Percentile	Mean	90th Percentile
12	\$65,035	\$77,531	\$94,875
11	\$64,624	\$77,043	\$94,276
10	\$63,704	\$75,949	\$92,933
9	\$62,297	\$74,277	\$90,880
8	\$60,435	\$72,064	\$88,164
7	\$58,162	\$69,363	\$84,848
6	\$55,528	\$66,233	\$81,006
5	\$52,591	\$62,743	\$76,722
4	\$49,413	\$58,966	\$72,085
3	\$46,057	\$54,978	\$67,189
2	\$42,587	\$50,854	\$62,127
1	\$39,064	\$46,668	\$56,987

Level and Skill Differential

We next applied the skill levels to the job titles. The ERI figures represent baseline wages independently of specific skill sets as identified in RFP *Attachment E: Skills Category Matrix*. In order to further stratify our wage rates, we therefore conducted market research to enable us to attain greater precision, based on the levels and skill categories from the RFP and the specific examples provided by *Attachment E: Skills Category Matrix*. The accompanying table extracts the attributes of the matrix to show how we evaluated the particular skills.

	Skills	Technology Maturity	Labor Supply	Labor Demand
Skills 1	Low-Technical	Mature	High	Low
Skills 2	Mid-Technical	Mid	Average	Average
Skills 3	High-Technical	New	Low	High

We then identified RFP categories where representative wages differed by years’ experience and skills, and we used this empirical information to adjust the base wages. For all “Skills 3” categories, we adjusted wages by 1.07; for four job category and job level combinations, we adjusted them as shown in the accompanying table.

Job Category	Level	Skills 1
Programmer	PR 1	0.92
	PR 2	0.88
Functional Architect	FA 1	0.98
	FA 2	0.98
Product Specialist	PS 1	0.98
	PS 2	0.98
Database Administrator	DBA 1	0.98
	DBA 2	0.98

Markup

As noted in the RFP and confirmed in Q&A, the pricing markup includes all other figures. The accompanying table summarizes the discrete components of our markup.

	Component	Description
Direct Labor	Payroll taxes	Mandated state and federal taxes, e.g. Social Security, workers compensation, etc.
	Health care	Derived from analysis of cost of health benefits
Direct Support	IT infrastructure	Software, web site hosting, etc.
	Administration of the supplier network	Labor and overhead
Indirect Support	Corporate overhead	Invoicing and accounting
	Profit	Includes both CAI and subcontractor profit, where applicable

We used 10 percent as our calculated markup for employer-paid income taxes. This is an average, and we acknowledge this varies based on the work location and domicile of each person. We used seven percent of the wage rate to cover employer-paid portions of employee healthcare benefits. This is based on our own historical data as well as scrutiny of publicly available information from DOL and Blue Cross/Blue Shield. We acknowledge variability in this figure for any specific individual, based on the benefits plan of the employer.

Cost Assumptions

We have also made specific cost assumptions in preparing our quotation, as documented in this section.

Vacation, Holiday

Our baseline wages were derived as annual amounts. We used yearly hours of 1,920 to develop the hourly wage rate. This assumes a 40-hour work week and provides for 160 hours of vacation, holiday and other personal time.

Overtime Pay

As noted in the RFP, CWOPA intends to develop a straight-hourly model of payment:

No overtime premiums will be paid to contractors for work which is performed after normal business hours in order to complete a task on-time.

We intend to comply with this, unless current or future regulations require us to pay overtime. We specifically note new DOL regulations, effective August 23, 2004, under the “FairPay” initiative.

We will work with the specific CWOPA agency to ensure that our staff hours remain within the mandated weekly maximum; we will ensure the agency is aware of requirements for overtime pay, if and when they become applicable. If federal or



CWOPA regulations require overtime pay, we assume CWOPA in turn will pay the premium.

Independent Verification

We also compared our salary figures to the *National IT Salary Survey* (April 2004) from informationweekresearch.com. As a means of cross-reference, we verified our resulting prices with our contractually guaranteed billing rates to the IMF (references, page 5) and New York DTF (page 4). As expected, the rates for Washington, D.C. were higher, while the Albany rates were aligned with those quoted in this proposal. As noted above, we will be happy to provide the evaluation committee with a copy of our IMF and DTF pricing, if appropriate.

Facilities and Equipment

Our cost model assumes that the CWOPA agency will provide all infrastructure needed by staff working on-site. As noted in Q&A, CAI and/or its subcontractors will be responsible for off-site facility and equipment costs.

Commitments to Disadvantaged Businesses

In terms of ensuring supplier agreement with our wage/price model, we supplied the information above to all participating firms. We also worked with our DBE partners to ensure their ability to supply labor while paying their own employees fair wages. In other words, our guarantee of 75 percent of the work positions could not come at the cost of putting unfair pressure on DBE partners to cut salaries or benefits.

As instructed in Q&A, we have made our commitments as a percentage of total revenue, under a separately sealed submission. The purpose of this narrative is to explain how we derived revenue percentages from our cost and pricing model, based on labor hours from *RFP Attachment F: Estimated Future Demand*.

In establishing our network, we wanted to include as many DBE firms as possible, to enable full participation across the Commonwealth and across all job positions. The table below shows the number of DBE firms who responded with an ability to staff the specific job position, based on the model created in *RFP Attachment C – Price Submittal*. It is a subset of firms previously presented in our discussion of how we qualified our subcontractors (Question 15, page 63).

Attachment B – Technical Questionnaire

		Number of DBE Firms				
Job Title	Level	Area 1	Area 2	Area 3	Area 4	Area 5
Programmer	1	11	9	12	17	13
Programmer	2	13	11	14	23	15
Programmer	3	13	10	14	21	16
Tester	1	11	9	11	17	12
Tester	2	12	11	13	19	14
Tester	3	11	9	13	17	11
Tester	4	10	9	10	14	12
Program Manager	1	8	9	10	14	10
Program Manager	2	9	11	13	15	11
Program Manager	3	9	9	10	14	10
System Specialist	1	10	8	10	14	10
System Specialist	2	10	9	11	14	10
System Specialist	3	9	9	10	14	12
Functional Architect	1	8	8	10	14	11
Functional Architect	2	9	9	13	14	11
Functional Architect	3	7	8	10	13	11
Functional Architect	4	8	8	10	13	11
Product Specialist	1	7	7	7	10	8
Product Specialist	2	6	6	6	9	7
Product Specialist	3	5	6	6	9	7
Technical Writer	1	11	9	11	18	11
Technical Writer	2	11	9	11	17	12
Technical Writer	3	11	9	11	17	11
Technical Architecture Specialist	1	7	8	9	12	10
Technical Architecture Specialist	2	7	8	9	11	10
Technical Architecture Specialist	3	7	8	9	12	10
Technical Architecture Specialist	4	7	7	9	13	10
Team Lead	1	9	9	10	17	10
Team Lead	2	11	9	13	18	11
Software Process Engineer	1	8	7	10	14	9
Software Process Engineer	2	7	8	10	14	10
Software Process Engineer	3	8	8	8	12	9
Quality Assurance Specialist	1	9	9	9	12	8
Quality Assurance Specialist	2	9	9	10	14	11
Quality Assurance Specialist	3	9	10	9	13	8
System Administrator	1	12	8	10	16	10
System Administrator	2	12	9	11	17	10
System Administrator	3	12	9	11	15	11
Database Administrator	1	11	9	11	16	10
Database Administrator	2	11	9	13	19	10
Database Administrator	3	10	10	11	15	10
Helpdesk Support	1	8	4	8	14	8
Helpdesk Support	2	8	3	8	14	8
Data Entry Operator	1	7	5	7	12	7
Data Entry Operator	2	8	5	7	13	7

As noted in the RFP, approximately 80 percent of the future work will occur in or near Harrisburg (Area 4). Based on our assessment of CWOPA demand, we assigned the five areas allocations as shown in the accompanying table. RFP Attachment F: Estimated Future Demand

RFP Areas	Labor
Area 1	1%
Area 2	1%
Area 3	9%
Area 4	80%
Area 5	9%

portrays demand at the “job title” level, without breakdown for specific skill levels. Because “Programmer” and “Technical Architecture Specialist” represent the preponderance of estimated labor, we further allocated estimated demand for those areas, to enable an accurate extrapolation of wage rates to pricing. The table below shows our calculated distribution of hours from RFP Attachment F: Estimated Future Demand.

We then used our supplier capacity model (**Appendix B: Supplier Network**) to match the abilities of the firms to fill specific areas of demand and derived a position-based allocation. We multiplied the subcontractor’s hypothetical number of positions filled by their pricing to us to determine revenue to the Disadvantaged Business; we multiply the total hypothetical positions filled by our pricing model to determine total revenue. The former as a percentage of the latter appears in our separately sealed *Disadvantaged Business Participation Submittal*. This has the effect of translating a labor commitment into a revenue commitment, as required by the RFP. As noted in Q&A, the RFP estimates are forecast, and the demand may or may not attain the levels provided in RFP Attachment F: Estimated Future Demand.

Expanded Future Demand				
Job Title	Level	Est.	Hours	Percent
Programmer	PR1	10%	38,268	4.96%
	PR2	35%	133,937	17.35%
	PR3	55%	210,472	27.27%
Tester			16,164	2.09%
Program Manager			32,636	4.23%
System Specialist			28,036	3.63%
Functional Architect			4,565	0.59%
Product Specialist			23,281	3.02%
Technical Writer			5,360	0.69%
Technical Architecture Specialist	TAS1	10%	14,828	1.92%
	TAS2	35%	51,898	6.72%
	TAS3	45%	66,726	8.64%
	TAS4	10%	14,828	1.92%
Team Lead			4,887	0.63%
Software Process Engineer			161	0.02%
Quality Assurance Specialist			3,744	0.49%
System Administrator			53,498	6.93%
Database Administrator			22,896	2.97%
Help Desk Support			34,484	4.47%
Data Entry Operator			11,240	1.46%
Total Hours			771,907	100%

Summary

Our method of calculating the pricing is based on empirical data used to establish the average wage rate for the different job descriptions, skill levels and areas of the state. Since this information is derived from state and federal labor statistics, the various firms involved in the contractor network are all being treated equitably. We believe this model creates a level playing field for pricing this contract and for allowing our network to compete for positions – and with each other. This in turn allows us to provide a quotation guaranteeing a deliverable labor commodity at fair market value to CWOPA. We believe market forces will prevail as follows:

Deliverable Wage Rate + Equitable Markup = Guaranteed Price

II-4.3 On-Site Management

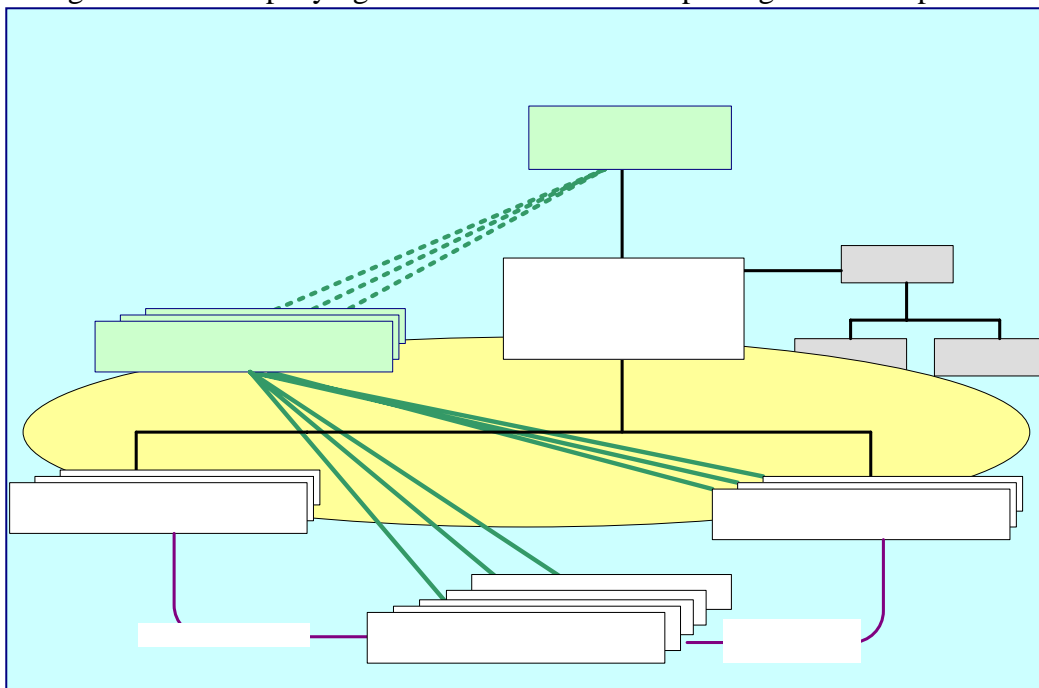
- Will the contractor plan to provide on-site management for resources provided to the Commonwealth? What is the contractor’s typical on-site management structure? How many on-site management resources does the contractor plan to provide to the Commonwealth, should it be awarded the contract? Describe the contractor’s ability to be flexible with the number and location of on-site managers based on Commonwealth agency requests. The Commonwealth’s needs for on-site managers may vary by agency and number of resources.

We intend to provide appropriate staff management of all resources working at Commonwealth locations. For agencies with large staffing requirements (RFP Question 10, page 36), we will assign a manager to work on-site; for other agencies a “virtual” on-site manager will supervise our team. Based on the RFP and Q&A, we anticipate needing on-site managers at the five agencies identified, i.e. we will assign five managers full-time. In addition, we have asked Lora Lightner (Question 4, page 9) and members of our corporate support team to assist during the transition, i.e. we are overstaffing to ensure a smooth transfer of people with minimal disruption to CWOPA agencies.

On-Site Managers
Robin DeHart
Gilbert Intrieri
Wayne Miller
Lisa Moiser
Jeffrey Prete

We intend to assign on-site managers at a ratio of approximately one manager per 50 staff, with a maximum of 75 technical staff reporting to any one manager. For a site with more than 75 on-site staff, we will assign an additional on-site manager. Historically, this ratio has enabled us to obtain maximum supervision with minimal overhead. In all cases, our intent is to remove the daily task of people-administration (compensation, health insurance claims, etc.) from the critical path of completing technical assignments for the client agency.

The technical resource will report to a CWOPA agency manager, be employed by a member of our supplier network and report for administrative purposes to our on-site manager. The accompanying chart summarizes the reporting relationship.



We will be flexible based on CWOPA requirements; we will also factor in physical location of the staff. For example, our current on-site manager at PDE might also support the Pennsylvania Insurance Department headquarters in Strawberry Square, since both are in close proximity to each other.

In addition, we will ensure that technical staff members working at agencies without an on-site manager are assigned to a CAI manager. Our intent is to ensure that each technical resource has a sole point of contact within CAI. These virtual on-site managers will generally work from our Harrisburg office (Question 11, page 36) where they can easily maintain contact with most CWOPA agencies. In addition, we have six other offices across the Commonwealth (chart); this enables us to be extremely flexible in deploying managers to specific locations.

CAI Locations
Allentown
Harrisburg
Lancaster
Philadelphia
Pittsburgh
Reading
Scranton

10. Describe how the on-site management team will meet the requirements as stated in Section II-4.4 On-site Management in the RFP document. Provide the names, roles and resumes of the individuals you propose for the on-site management positions.

Roles and Responsibilities

The on-site managers play a critical role in our ability to provide effective service to our multiple CWOPA clients. As noted in RFP *Section II-4.3 On-site Management*:

CWOPA expects that the contractor will provide on-site management of the resource pool throughout the life of the contract, with the location and needs of on-site managers based on agency requirements and changing needs. CWOPA requires contractors to provide a description of on-site management procedures and typical structures for clients of similar size and requirements to CWOPA. The role of an on-site manager may include, but is not limited to, ensuring placement of qualified resources that meet the needs of the requisition, serving as a key point of contact for CWOPA agencies, ensuring a high quality level of service, interfacing as an issue escalation catalyst, resolving problems and proactively addressing cost savings and optimization opportunities across CWOPA agencies.

On-site managers should have a minimum of five (5) years of demonstrated experience with increased levels of responsibility. On-site managers should have experience managing large clients involving diverse technical service needs. Additionally, on-site managers should have demonstrated effective oral and written communication skills, and should be able to understand the technical acumen and terminology that agencies may use when requesting resources and discussing service needs.

Our on-site managers will serve as first point of contact for all issues related to staffing, placement and performance. With a work space directly at the agency office, they will be immediately accessible for escalation of any issues. Their job is to know the agency's requirements (including technical and cultural) sufficiently to ensure that the staff we present are immediately effective in supporting the client.

They will have access to the VMS tool to ensure correct time reporting and any other business- or invoice-related issues are appropriately recorded. They will generate ad-hoc reports and be responsible for ensuring our SLA commitments at the agency level. We expect them to participate in agency meetings where you forecast IT requirements for current and future projects and to work with their agency as partners in supporting the software systems. We also expect them to suggest productivity improvements and other

cost savings in order to maximize our value to the agency. We present additional value-added comments in our response to Question 38, page 120).

They will also ensure issues related to morale and employee motivation are addressed, freeing the CWOPA managers to focus on agency issues related to the work at hand. Skills required for this position are experience: working with clients of all sizes and diverse technologies, supervising and motivating technical staff and communicating with multiple levels of an organization and across multiple organizations.

Their primary role in ensuring client satisfaction is to successfully manage expectations from the agency, the assigned staff, the staff members' employer(s) and CAI. In terms of on-site management procedures and typical structures for clients of similar size, our engagement with the IMF (page 5) is similar to the anticipated staffing at any one of the five core agencies noted in Q&A; the narrative below describes how our on-site manager works with the larger network to support our client.

At IMF, our on-site manager, Anh Nguyen, is a non-billable resource, permanently assigned to the client. She is responsible for all personnel- and business-related issues between IMF and CAI and is the first point of contact for any issues. She works closely with our local management team based in Arlington, VA., including our full-time recruiter. She also tracks our performance against pre-established SLA's and reviews the performance metrics with the IMF each quarter. SLA's include account and team retention, time to fill new positions, number of candidates released within 30 days of their start date, number of accounting errors per invoice and on-call compliance.

Our current team size at IMF is 62; at contract initiation in May 2003 it was zero. Logistics of the transition involved converting pre-existing vendor staff into our network either via subcontractor agreement or direct hire; filling pre-existing and newly opened requisitions; and retaining as much staff as possible. Over the first year of the contract, we generally presented three resumes for each position and obtained a first-pass fill ratio of 100 percent; we also maintained an aggregate retention of 80 percent for all staff and 70 percent for each of the five teams. Other components measure the quality of candidates (100 percent remained on assignment for 30 days after placement, with zero attrition or client rejection) and the quality of invoices (100 percent accuracy in billing). We accomplished the latter by automating the interface from the client's PeopleSoft ERP system directly into our accounting system.

We are currently in the second year of the five-year contract. The client has a long-term objective of having CAI fill positions without IMF screening. We function as a staffing partner for the client, and our joint target is to place all candidates directly without a client interview, based on the requisition created by the client, our knowledge of their requirements and their culture, and our recruiting and screening process. In this latter function, our on-site manager works closely with our local recruiter in Arlington for all requisitions. Because of her knowledge of the client and the application systems, she is able to clarify potential misconceptions in the requisition, quickly screen resumes from the recruiter and evaluate each person presented via an interview. During this second year, we are measuring first-pass rates of the initial resume presented, with the second and third resumes considered alternates. Our intention by Year 3 is to be able to place candidates directly, with suitable metrics for quality of the candidate and his/her fulfillment of the assignment.

Please feel free to contact me or IMF directly for additional information.

– Wendy Nolan, Division Sales and Service Executive

Team Members

With a task of providing high client satisfaction to multiple levels of agency management, multiple vendor firms and the prime contractor, our on-site account managers have significantly more than the minimum five years' experience required for this position. We encourage the evaluation committee to interview them as part of your review of this proposal. The accompanying narrative summarizes the qualifications of our candidates; full resumes appear in **Appendix A: Resumes**. All of these managers have extensive experience in managing people and projects; all are comfortable supervising large numbers of peoples and interfacing with agency executives.

Robin DeHart has 22 years of IT experience and has supervised teams of up to 100 people on large-scale projects. She served as head of our project management office (PMO) and in that capacity has played a leading role in helping CAI complete IT deliverables on-time and within budget.

Gilbert Intrieri has 32 years of IT experience, including 25 years as a CWOPA employee in various agencies. He has a strong background in business process re-engineering for state agencies and has supervised large and small teams of workers.

Wayne Miller has 27 years of IT experience, including 25 years of leadership positions with IBM. He has managed multiple teams in the U.S., Canada and Mexico.

Lisa Moiser has more than 27 years of IT experience and currently supervises a CAI team at PDE. She has prior CWOPA experience as an employee of the Pennsylvania Higher Education Assistance Agency (PHEAA).

Jeffrey Prete has 19 years of IT experience, most recently as manager of our 75-person development center in Harrisburg (Question 11, page 36).

11. Describe the contractor's ability to staff resources on work tasks which The Commonwealth requires to be located off Commonwealth property (ex. Data Entry or Imaging work). The Commonwealth may require that these resources perform work at the contractor's location. How will the contractor handle this type of request?

Our Harrisburg Delivery Center (HDC) facility contains 56,280 square feet of office/work space. It is part of a 102 acre technology park, TecPort, located in a Keystone Opportunity Zone (KOZ) three miles southeast of the Capitol. At present, the HDC serves as the daily work site for 125 full-time technical staff members supporting clients across the country. We have capacity in the building and elsewhere at TecPort to complete CWOPA work off-site, as required. Our HDC also offers a large training room both for internal staff and customer training sessions, numerous large and mid-sized conference rooms and full kitchen and dining facilities. We will also utilize a virtual private network (VPN) connection to the Commonwealth, as needed.



We have similar facilities at our other offices around the Commonwealth, as do the multiple partners in our network. Any or all facilities are available for future work, depending on the nature of the requirement. Our pricing model assumes we will use existing available space at our Harrisburg or Allentown offices.

Our Allentown site includes two separate buildings where additional resources could be located. Our locations are networked with redundant T3 connections to help ensure continuity of service to our clients. Our subcontractors have also agreed to supply work space at their locations as needed, particularly for off-site data entry.

12. Based on the needs for the web-based tool to order resources, report data, and provide accurate billing, describe how the contractor plans to employ the tool's capabilities, how quickly the tool can be implemented and utilized in full, the contingency plan in case of lack of tool availability, and how the tool will be linked to the contractor's service levels.

We intend to use the VMS tool to enforce process and help us ensure “one face” to the Commonwealth (Question 18, page 68); we also intend to utilize the full functionality of the tool for the contract (Questions 31-35, page 100). In preparing this proposal, we have completed high-level requirements and design CWOPA-specific customization, and our implementation plan calls for full deployment on or before August 11, 2004 (Question 28, page 93). The narrative below focuses on how we will use it to report SLA performance and to ensure accurate reporting and billing.

Peopleclick VMS has more than 800 discrete data elements and 43 pre-existing reports; the manufacturer will customize the software during transition to generate the SLA benchmark reports needed for this contract. From our perspective, the SLA also includes our DBE commitments and other requirements to report subcontractor utilization (Question 16, page 67). The VMS database also provides user-defined fields, which we can use to capture CWOPA- or agency-specific requirements. Given the anticipated retirement of IT staff across agencies over the next few years, for example, we can track requisitions that emerge for specific reasons, e.g. retirements. We can discuss this further during the transition.

We have begun initial analysis based on the RFP and can have it fully implemented within nine weeks of contract signing; a project plan appears below in our response to section **II-4.9 Implementation Plan** (page 93), with manual requisitions beginning as early as July 13, 2004, and full deployment in August. In terms of availability, the hosted environment supports numerous clients, and the tool is already available. As a contingency, we can generate the SLA metrics using Excel spreadsheets until the reports are available, and we can begin using the tool for timekeeping purposes prior to implementing billing, if necessary. In other words, we can begin transitioning and placing staff prior to implementing the CWOPA-customized tool, if necessary.

The tool is hosted at an IBM facility with redundancy and disaster recovery (Question 28, page 93). In the event of disaster at the hosted data center, Peopleclick has a disaster recover plan ensuring operability within 43 hours of the disaster (**Appendix C: Peopleclick VMS**). During this hypothetical period, we can use manual procedures for processing candidates and requisitions, including email and telephone.

We will also use the tool for supplier-based reporting to enable us to show opportunities presented to our specific subcontractors and the fill ratio for each. This is an important part of our ability to track success rates for submissions by firm. As part of transition, we will use the tier capabilities of the tool to build specific, targeted tiers of suppliers – and to report on those tiers. The software provides for a multi-dimensional network of suppliers; the accompanying diagram shows a two dimensional view for a single tier. In other words, we can create a Philadelphia-based tier, a Disadvantaged Business tier, an SOC (job-code specific) tier (say, for data entry positions), an agency-specific tier, etc. The configuration of tiers within the network is an important ingredient of both our SLA and our commitments to Disadvantaged Businesses.



II-4.4 Maintaining Skill Categories with Changing Technology

13. The Commonwealth has created Attachment E – Skill Category Matrix, which serves as informational input to creating the contractor’s pricing proposal. Describe the process the contractor proposes to handle the adding of new technologies or tools as they are developed, and as Commonwealth technical needs change.

Based on our understanding of the RFP, we anticipate actual pricing will be based on the model presented in RFP *Attachment C: Price Submittal*, which in turn represents a synthesis of RFP *Attachment D: Job Titles and Descriptions* and RFP *Attachment E: Skill Category Matrix*. The model functions independently of any one skill. CWOPA can add additional specific skills to the matrix, or move skills from one category to the other. This has the (potential) business effect of moving specific matched resumes into a different pricing category – which is exactly the desired result. In addition, our on-site managers and the account managers will be in regular communication with CWOPA agencies and available to monitor requirements for specific skills; the topic will also be part of our quarterly meetings with DGS and agencies.

We intend to keep a consistent process throughout the life of the contract, and we have presented our vision for that process in this document. We believe a primary requirement for the current procurement is to maintain a stable, cost-effective model for supplying IT labor to CWOPA. As noted in the RFP:

CWOPA plans to monitor the changing technology environment along with the contractor, expects to be notified of any changes to the skill categorizations, and may propose changes to the contractor based on current market conditions. This adjustment process is intended to enable the supplier to keep pricing for each skill category by job title constant over the life of the contract (emphasis added).

We believe we can satisfy all IT labor requirements within the existing matrix of skills and job titles, even as the underlying technology changes. By mutual agreement, we can move a certain skill set from one column to another within the skills category matrix, as experience in a particular tool becomes more prevalent. The business impact is simply a shifting of technology or skill requirements from one cell of the accompanying matrix to another (Question 8, page 22), effectively moving the requirement into a different pricing category. We will negotiate movement across the matrix with DGS over the life of the contract and present industry research to support our conclusions.

	Skills	Technology Maturity	Labor Supply	Labor Demand
Skills 1	Low-Technical	Mature	High	Low
Skills 2	Mid-Technical	Mid	Average	Average
Skills 3	High-Technical	New	Low	High

In terms of mechanics, the job categories and skills categories together comprise templates within the tool. The tool supports an infinite number of skill sets, and administrative users can create new templates or update existing templates on demand. The logistics of matching skill sets to job requirements is a function of how accurately the supplier (i.e. the various participants in our labor network) uses the tool to describe the candidates. We present details of our proposed VMS tool in our response to RFP section **II-4.10 Web-Based Tool** beginning on page 100 below. This narrative specifically addresses the skills match table and the algorithms used to match candidates to specific requirements.

Attachment B – Technical Questionnaire

The software provides a scoring ability that represents a synthesis of quantitative and qualitative strengths of the candidate. The rankings are based on a pre-defined weighted average that calculates scores on skills that are required, highly desired, desired, nice to have and not required. As part of our transition, we intend to establish the standard algorithm, based on RFP Attachments D and E. For any specific requisition, the CWOPA agency directly impacts the algorithm by weighting the importance of specific skill sets. This in turn will allow CWOPA or the agency to re-calibrate skills and job categories over the life of the contract.

II-4.5 Network of Subcontractors

- Complete the matrix below, identifying which job titles and levels the contractor plans to provide with its internal network, and which it plans to provide using subcontractors, by placing an "X" in the appropriate box. In the case of utilizing subcontractors, identify the name(s) of the subcontractor company(ies). This information should be provided as an example of the type of network you will use to handle The Commonwealth's needs. The Commonwealth will not require the contractor to use the exact network below, and The Commonwealth expects that the network will continue to grow and evolve over the life of the contract.

We intend to deliver approximately 95 percent of the positions through our subcontractor network, as discussed in our response to RFP question 16 (page 67).

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
Programmer	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; IQ; KIT Solutions; LF Banks & Associates; Momentum; Munroe Creative Partners; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; Belcher Consulting Group; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; IQ; Iverson Associates; Kennebec; KIT Solutions; LF Banks & Associates; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants

Attachment B – Technical Questionnaire

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
	3	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Active Data Exchange; Advanced Technology Solutions; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; Concept2Solution; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; IQ; Iverson Associates; Kennebec; KIT Solutions; LF Banks & Associates; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants
Tester	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
	2	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; Concept2Solution; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	3	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	4	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Services Group; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; TechCircle; TEKsystems; Trinity Consultants
Program Manager	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Dering Consulting Group; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Advanced Technology Solutions; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Balance IT; Belcher Consulting Group; CIBER; Collective Intelligence; D&E Communications; Dering Consulting Group; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TEKsystems; Trinity Consultants

Attachment B – Technical Questionnaire

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
	3	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Advanced Technology Solutions; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; D&E Communications; Dering Consulting Group; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TEKsystems; Trinity Consultants
System Specialist	1	X	X	3 Tech Partner; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Atlas Software Technologies, Inc. CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; RAY Communications; Target Systems; TEKsystems; Trinity Consultants
	2	X	X	Acclaim Systems; Advanced Technology Solutions; Ajilon Consulting; Arcus; Atlas Software Technologies, Inc. CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
	3	X	X	Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies, Inc. CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; RAY Communications; TEKsystems; Trinity Consultants
Functional Architect	1	X	X	3 Tech Partner; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Concept2Solution; D&E Communications; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; Innovative Business Concepts; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; RAY Communications; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Concept2Solution; D&E Communications; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; KIT Solutions; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; RAY Communications; Target Systems; TEKsystems; Trinity Consultants
	3	X	X	Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; RAY Communications; TEKsystems; Trinity Consultants

Attachment B – Technical Questionnaire

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
	4	X	X	Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; RAY Communications; TEKsystems; Trinity Consultants
Product Specialist	1	X	X	3 Tech Partner; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies, Inc. CIBER; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; Information Management Resources Limited; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Pollyann Augenstein Computer Services; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies, Inc. CIBER; Collective Intelligence; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; Information Management Resources Limited; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
	3	X	X	Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies, Inc. CIBER; Collective Intelligence; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; Information Management Resources Limited; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; TEKsystems; Trinity Consultants
Technical Writer	1	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Dering Consulting Group; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Innovative Business Concepts; KIT Solutions; Momentum; Multimedia Unlimited; Munroe Creative Partners; Organizational Effectiveness Services; Operating Systems Services; PC Consulting and Training; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; Dering Consulting Group; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Innovative Business Concepts; Iverson Associates; Momentum; Organizational Effectiveness Services; Operating Systems Services; PC Consulting and Training; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
	3	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; Dering Consulting Group; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Innovative Business Concepts; IQ; Iverson Associates; Momentum; Organizational Effectiveness Services; Operating Systems Services; PC Consulting and Training; Penn Data Networks; PennSoft Solutions; Perfect Order; TEKsystems; Trinity Consultants
Technical Architecture Specialist	1	X	X	3 Tech Partner; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Management Resources Limited; Information Services Group; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; RAY Communications; Target Systems; TechCircle; TEKsystems; Trinity Consultants

Attachment B – Technical Questionnaire

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
	2	X	X	Acclaim Systems; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Management Resources Limited; Information Services Group; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; RAY Communications; Target Systems; TEKsystems; Trinity Consultants
	3	X	X	Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; RAY Communications; Target Systems; TEKsystems; Trinity Consultants
	4	X	X	Acclaim Systems; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Management Resources Limited; Information Services Group; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Prequel Solutions; RAY Communications; TEKsystems; Trinity Consultants
Team Lead	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; KIT Solutions; Momentum; Muultimedia Unlimited; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TechCircle; TEKsystems; Trinity Consultants
Software Process Engineer	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; Information Services Group; Innovative Business Concepts; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Pollyann Augenstein Computer Services; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Advanced Technology Solutions; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; Information Services Group; Innovative Business Concepts; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants

Attachment B – Technical Questionnaire

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
	3	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; i2; Information Services Group; Innovative Business Concepts; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
Quality Assurance Specialist	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; Momentum; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Pollyann Augenstein Computer Services; Target Systems; TEKsystems
	2	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; -ation; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Target Systems; TechCircle; TEKsystems
	3	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Diverse Technologies Corporation; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; Momentum; Oberon Wireless; Organizational Effectiveness Services; Operating Systems Services; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems
System Administrator	1	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Balance IT; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TEKsystems; Trinity Consultants
	3	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Advanced Technology Solutions; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Automated Document Management Solutions; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants

Attachment B – Technical Questionnaire

In-Network Firms				
Job Title	Level	Prime Contractor	Sub-Contractor	Subcontractor Company Name
Database Administrator	1	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; D&E Communications; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; IQ; KIT Solutions; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Pollyann Augenstein Computer Services; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	2	X	X	3 Tech Partner; Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Concept2Solution; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; Innovative Business Concepts; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; Target Systems; TechCircle; TEKsystems; Trinity Consultants
	3	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; Atlas Software Technologies; Balance IT; CIBER; Collective Intelligence; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Information Services Group; IQ; Momentum; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Perfect Order; Prequel Solutions; TechCircle; TEKsystems; Trinity Consultants
Helpdesk Support	1	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; CIBER; D&E Communications; Diverse Technologies Corporation; Domino Technologies; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Innovative Business Concepts; IQ; Organizational Effectiveness Services; Operating Systems Services; PC Consulting and Training; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Active Data Exchange; Ajilon Consulting; Arcus; Argus Associates; CIBER; Collective Intelligence; Diverse Technologies Corporation; Domino Technologies; e & e IT Consulting Services; FutureNet; i2; iBusiness Solution; Innovative Business Concepts; IQ; KIT Solutions; Organizational Effectiveness Services; Operating Systems Services; PC Consulting and Training; Penn Data Networks; PennSoft Solutions; Perfect Order; Target Systems; TEKsystems; Trinity Consultants
Data Entry Operator	1	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; Berkheimer Outsourcing; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Innovative Business Concepts; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Pollyann Augenstein Computer Services; Target Systems; TEKsystems; Trinity Consultants
	2	X	X	Abel Personnel; Acclaim Systems; Ajilon Consulting; Arcus; Argus Associates; Automated Document Management Solutions; Berkheimer Outsourcing; Diverse Technologies Corporation; Domino Technologies; Donna J. Gambol, ABC; e & e IT Consulting Services; FutureNet; iBusiness Solution; Innovative Business Concepts; KIT Solutions; Multimedia Unlimited; Organizational Effectiveness Services; Operating Systems Services; Penn Data Networks; PennSoft Solutions; Target Systems; TEKsystems; Trinity Consultants

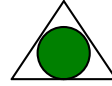
We summarize the number of firms per labor category in our response to Question 15, page 63.

Participating Subcontractors

The narrative sections below summarize the individual strengths of our suppliers.

3 Tech Partner, Inc.

3 Tech Partner, Inc., was founded in 1995; they are a minority business enterprise and a Small Business Administration (SBA) 8(a) certified business in PA and NJ. They provide solutions including software, data communication and data networking through their custom software development and integration experience, strategic software technology and industry partnerships. These partnerships include 3Com, Cisco, Intel and Microsoft. Some of 3Tech's clients include GI, Motorola, InterDigital Communications Corp. and Pennsylvania Department of Public Welfare's Delmarva Foundation.



3Tech's engineers possess industry experience which enables them to integrate multiple solutions in Windows and UNIX environments. They service their clients by incorporating integrity, quality and commitment into every project.

Abel Personnel, Inc.

Abel Personnel, Inc., is a full service personnel agency operating in Central Pennsylvania for more than 30 years. Abel Personnel has been providing Abel people to small businesses, Fortune 500 corporations, state and federal government agencies, legal and accounting firms, medical facilities and state-wide trade and professional associations.



Personal attention to both their clients and candidates helps them achieve the best matching of people with positions. Each candidate is personally interviewed, and Abel Personnel, Inc. takes the time to really understand their goals, interests and skills.

Acclaim Systems, Inc.

Founded in 1997, Acclaim Systems, Inc. is a technology integration company with great strengths in application development. Within development, Acclaim Systems, Inc. is known for working through properly scoped projects, on time and on budget, and for detailed documentation of project data, project management and demonstrated professional business ethics.



Acclaim Systems, Inc. offers companies the technologies and tools to work with existing business processes, programs, and environments, which are easily implemented, integrated, and used; comprehensive technology solutions are the backbone to an open, flexible system architecture that increases information visibility for faster, more accurate decision-making. Acclaim Systems, Inc. provides simple innovative solutions for complex business problems in operations, change management and technology strategy.

Active Data Exchange, Inc.

Active Data Exchange is a Lehigh Valley, PA-based firm that provides end-to-end solutions for web site design, custom application development, eBusiness integration, content



syndication/management and web site hosting. Founded in 1999 as a spin-off from Regional Network Communications, it is a minority- and woman-owned business. Specialists in web-based application development and software products, the Active Data Exchange staff has particular experience with solutions that involve information distribution and integration inside and across large-scale enterprises using practical technology standards.

Active Data Exchange is active in several industry standards committees including Publishing Requirements for Industry Standard Metadata (PRISM) Working Group, the Information and Content Exchange (ICE) Authoring Group and the W3C XML Protocol Standards Committee. Clients include Warner Music Group, Sun Microsystems, CMP Media, Turner Construction (\$4 billion construction firm), SEPTA (fourth largest transit authority in the U.S.), Penn Mutual Life Insurance (\$36 billion in management), Temple Law School, the City of Bethlehem, and the School District of Philadelphia.

Advanced Technology Solutions Inc.

Advanced Technology Solutions Inc., located in Lancaster, provides the finest geographic information system (GIS) services to state departments of transportation, local governments, engineering firms and facility managers across market sectors.



ATS Inc. offers technical consulting services including system requirements analysis and system design specifications. Other technical services include customized computer programming, data conversion services, system prototyping and user training. ATS Inc. has designed and developed customized GIS applications for wetland mitigation monitoring, transportation incident management, facility management, zoning permit reviews and management of utilities (telephone, water, electric, and wastewater).

ATS Inc. utilizes commercial software, third party solutions, open source technologies and open standards to develop PC, workstation and Internet applications that are unique to the specific needs of clients. They are an authorized developer for Environmental Systems Research Institute (ESRI) products including: ArcInfo®, ArcView®, ArcIMS® and MapObjects.

Ajilon Consulting

Ajilon Consulting, established in 1969 and headquartered in Towson, MD, is a provider of IT services with more than 50 offices and 5,000 employees throughout North America, with additional offices in the United Kingdom, Continental Europe and Australia. Ajilon Consulting is International Organization for Standardization (ISO) 9000:2001 certified.



Ajilon Consulting supports clients' immediate and long-term business needs by offering these project-based services as well as supplemental IT services: systems development and integration, software quality assurance, laboratory and testing services, helpdesk, desktop and server support, outsourcing and IT value management.

Arcus, LLC

Arcus, LLC is a leading provider of IT staffing, recruiting, executive search and consulting solutions. Arcus was founded in 1999 by R. Douglas Firestone who is responsible for its unprecedented growth and development. The company offers a full range of IT staffing solutions including staff augmentation, full-time permanent placements, training, management consulting and retained searches for government chief information officers. Arcus has grown from two full-time employees in 1999 to 75, and its annual revenue now exceeds \$7 million.



Arcus has shown more than 250 percent growth during the last three years. In 2003, *Talent Economy* magazine ranked Arcus sixth nationally among IT recruitment firms based on its percentage of revenue growth during the previous three years.

The *Central Pennsylvania Business Journal* ranked Arcus number nine on its 2003 list of the Top Fifty Fastest Growing Companies in Central Pennsylvania. Arcus' major clients include Hershey Foods, the City of Philadelphia, Independence Blue Cross, American Water Works, Unisys, the Pennsylvania Higher Education Assistance Agency (PHEAA) and Iron Mountain (a records and information management company).

Argus Associates, Inc.

Argus Associates, Inc. provides on-site support for IT programming and project management requirements. Argus' consulting function allows an environment that can provide clients with ongoing support. Argus employees and associates are held to a higher standard. Their personal commitment to performance is reflected in every action taken. Argus employees understand the expectations and exceed those expectations on a daily basis. Employees are encouraged to embrace the team, share their ideas and always be pro-active.



-ation, LLC

-ation, LLC (-ation) is a business process and technology consulting firm. Their practice is dedicated to assisting businesses map their existing technology to align effectively with established or planned business practices and processes. With an understanding of how architecture, integration, application optimization, security and business process all contribute to the efficiency of an organization, -ation can help optimize the return on investment (ROI) of a client's existing technology resources. The pressure of "how fast" a new system or process can be implemented requires a knowledgeable professional.



Atlas Software Technologies, Inc.

Atlas Software Technologies, Inc. is a minority-owned business and an 8(A) certified company providing global management consulting and technology services that help companies define, develop and implement enterprise applications. Founded in 1995 by Carnegie Mellon alumni, Atlas has consistently provided highly personalized services to Fortune 1000 clients. Atlas is headquartered in Allentown.



Atlas takes a unique approach to providing the highest quality of service to their clients in the financial services, public sector, healthcare and manufacturing industries. Atlas's level of service and client management has differentiated them within their industry, and has allowed them to establish long-term relationships with their clients. Atlas works with each client to ensure that they provide the optimal multidisciplinary team of management and technology professionals.

Automated Document Management Solutions

Automated Document Management Solutions, Inc. (ADMS), a corporation established in 1997, is a document management system integrator that specializes in: implementing customized information management systems, providing data/imaging capturing products and services to the business community and providing networking and business planning consulting services. In its years in business, ADMS has been able to gain recognition for its ability to implement complex information management systems and for its capacity to provide excellent conversion services.



ADMS' employees not only have several technology related degrees, post-graduate degrees and industry certifications, but also enjoy the experienced gained by the company since its inception. ADMS focuses not only on technical issues, but also on business issues as key elements of a successful system design and implementation.

Balance IT, LP

Balance IT, LP was formed in 2000 with the express purpose of providing "best value" information technology services within the Commonwealth to state, local and commercial clients. The effectiveness of BIT's approach is founded on the quality of their personnel – they rely on experienced consulting teams that know government, understand planning methods and provide leadership in transforming plans into actions. Their proven track record of providing services shows that they are flexible and easily adapt to changes that occur in business processes and legislative requirements.



BIT's founders created the company with a holistic goal – to develop a business where talented people in Pennsylvania wanted to work, and where Pennsylvania clients would be consistently delighted. Almost five years later, with numerous successful client engagements, that goal has become a reality and is being re-affirmed every day.

Belcher Consulting Group, Inc.

Belcher Consulting Group, Inc. is a small business with more than 15 years of experience in IT consulting. The firm provides IT services to federal, state and local governments as well as private industry, covering the entire mid-Atlantic region including Ohio and West Virginia.



Belcher Consulting Group, Inc. does their utmost to maintain a substantial and dynamic database of mainframe, client/server and network resources to meet changes. Their resources are recruited on a national basis and in some cases, international. In Belcher

Consulting Group, Inc.'s screening process, every effort is made to insure that only the highest caliber people are presented at fair and reasonable rates.

Berkheimer Outsourcing

Currently, H.A. Berkheimer, Inc. (Berkheimer) is Pennsylvania's largest independent tax service. Over the decades, they have achieved approximately 90% of the independent, local tax collection market. Berkheimer currently maintains 25 offices throughout the Commonwealth. More than 1,200 municipalities and school districts look to Berkheimer for timely and accurate processing of their tax records and payments.



Berkheimer Outsourcing, a division of H.A. Berkheimer, Inc., provides innovative and cost-effective "back-office" business services to their clients in the following areas: document scanning and conversion, printing and mailing, forms processing and data entry and payment processing and lockbox services. These services are provided to our clients throughout North America with the assurance of the highest level of accuracy, quality, security and confidentiality that is synonymous with the Berkheimer name.

CIBER Inc.

CIBER Inc. is a \$1 billion international systems integrator providing superior value-priced services for both private and government sector clients. They have more than 8,000 IT specialists serving client businesses from more than 75 locations in the U.S., Canada, Europe and India; they support 20 CWOPA agencies in Harrisburg.

CIBER's services are offered on a project or strategic staffing basis – in both custom and package environments – and across all technology platforms, operating systems and infrastructures. CIBER is very well represented across Pennsylvania. They are a major presence in Harrisburg (240 consultants), Pittsburgh (200), and Philadelphia (100).



Collective Intelligence

Founded in 1999, Collective Intelligence is a Harrisburg-based IT consulting firm that builds partnerships with its clients. The clientele of this small business include the distance learning, healthcare, manufacturing, and retail industries, as well as the government sector, and they have helped several of their clients develop commercial software products. CI helps clients gain greater business value from information technology through its comprehensive solutions for planning, designing, and building software applications.



CI has a long-standing partnership with the COGNOS Corporation and a strong background in the COGNOS suite of business intelligence (BI) tools. CI specializes in e-business and data warehouse technologies. E-business is the use of Internet technologies to improve upon key business processes. Externally, web-enabling these processes mean strengthening customer service, streamlining supply chains and reaching new and existing customers. Internally, it means cost savings and revenue growth.

Concept2Solution

Concept2Solution provides consulting services with the expertise, tools and technology for their clients to expand their enterprise boundaries to vendors and customers, whether it is a custom application developed to .NET or J2EE standards, or the development of mobile solutions to enhance the value chain of the disconnected workforce. Concept2Solution’s specialties include legacy systems integration, supply chain and customer relationship management integration into enterprise e-Business strategies, mobility solutions including hand held devices and wireless communications and personal information management. Concept2Solution provides business collaboration workshops in order to gain cross functional agreement on the top objectives that return the greatest return on investment. Concept2 Solution streamlines traditional paper-based data collection processes with automation.



D&E Communications

D&E Communications is a leading Pennsylvania-based integrated communications provider that was recognized in 2002 as the “Technology Company of the Year” by the Technology Council of Central Pennsylvania. D&E was ranked last year as the second fastest growing business in Pennsylvania, as recognized by the *Central Penn Business Journal*. With a workforce in excess of 700 employees, D&E has been recognized by the Great Places to Work Institute as the fourth best large employer in Pennsylvania.



Founded in 1911 as a local telephone company in northern Lancaster County, D&E has grown to become a dominant, regional telecommunications provider and systems integrator offering an array of voice, data and software services. D&E Communications provides leading edge professional services with specializations in information systems design and implementation, managed services, network security consulting, field services, application development, end-user training and project management.

CWOPA clients include the Department of Transportation, Emergency Management Agency, Office of Administration and Labor and Industry.

The Dering Consulting Group

The Dering Consulting Group (DCG) is a Pennsylvania-based management development firm founded in 1986, specializing in improving the performance of individuals, teams and entire organizations. DCG programs encompass a broad spectrum of services, including project management (business and IT), specialized training and curriculum development, IT documentation and training, and expert facilitation for group decision-making processes. DCG teams with subject matter experts in the creation of courseware and documentation in a variety of technologies. DCG provides project management practices to combine principles of communications, teamwork and cost tracking in complex project environments. Clients include state and federal government agencies, non-profit institutions and large and small private firms.



Diverse Technologies Corporation

Diverse Technologies Corporation (DTC) is a dynamic professional services provider, offering quality support and time-proven technological services to federal, state and local governments and private and public industry. Through its talented staff and innovative methodologies, DTC serves customers in three core areas of business: IT, financial management and logistics support.



Founded in 1988, DTC graduated from the SBA 8(a) program in January 2000 and became a recognized and proficient minority business enterprise. Privately held, and with a workforce of 100 professionals, DTC is based in Upper Marlboro, MD, just outside Washington, D.C. DTC also has offices in Lexington Park, MD; Mechanicsburg, PA; and Copperas Cove, TX.

DTC's successful graduation from the SBA 8(a) program and move into the more competitive open market is largely based on its ability to diversify its products and services into the state and local markets. Some of DTC's qualifications include Microsoft Certified Solutions Provider, Oracle Business Partner, Lotus Notes Business Partner, COGNOS Service Provider, SBA Certified Small Disadvantaged Business, Certified DSL High Speed Internet Access Provider, Qualified IT Vendor for the Commonwealth of Pennsylvania and Worldwide Training Services Provider.

Domino Technologies, Inc.

Since 1996, Domino Technologies, Inc. has built a solid reputation working with clients in the private sector and government. Domino Technologies, Inc. uses the most recent state-of-the-art IT practices to develop and deliver quality products and services in the area of multimedia, including marketing/promotions, multimedia presentations, e-learning and web design. Domino Technologies, Inc.'s clients include the Commonwealth of Pennsylvania, Hershey Foods, Universal Studios, Hewlett Packard, Tyco Electronics, E-net Mortgage and DigitalThink.com.



Domino Technologies, Inc. employs a team of highly skilled professionals specializing in the fine arts. With cost-effective solutions and consistent quality, Domino Technologies, Inc. is able to provide accelerated delivery time.

Donna J. Gambol, ABC

Donna J. Gambol, ABC (DJG) has more than 30 years experience in concept, design and production of communications for businesses, educational institutions and non-profit enterprises. DJG established her own communications consulting company in 1992, specializing in marketing, public relations and corporate communications.



DJG's client list includes American Red Cross, Alleghenies Region Blood Services, Johnstown, PA, Cambria County Association for the Blind and Handicapped, Johnstown, PA, Cambria County Transit Authority, Johnstown, PA, Concurrent Technologies Corporation, Johnstown, PA, Envirotest Systems Inc., Phoenix, AZ, Glaxo SmithKline, Philadelphia, PA, Johnstown Area Regional Industries, Johnstown, PA, Rohm and Haas

Company, Philadelphia, PA and Whitmoyer Laboratories Private Study Group, Myerstown, PA.

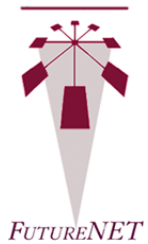
e & e IT Consulting Services, Inc.

Founded in 2002, e & e IT Consulting Services, Inc. (e & e) provides IT services and staffing solutions to the business community in central Pennsylvania and northern Maryland. Solutions are provided through a blend of traditional values, technical expertise and a service orientation with regard for the security and confidentiality of the client's business. The principals in the firm have almost 50 years' collective experience in IT with an emphasis in training, consulting, project management, technical course development, IT sales and recruiting. Current clients include First Data Merchant Services, Electronic Data Systems (EDS) and the Defense Distribution Center (DDC).



FutureNet

FutureNet (FNI) is an IT corporation that provides customized IT solutions for businesses across a broad spectrum of industries. Since 1993, FutureNET has been delivering expert, cutting-edge technical support services to a wide range of satisfied clients. As an IT solutions provider, FNI begins each process by being attentive. They make it a priority to understand fully the nature of the need or problem before they begin offering a solution. FNI's guiding principle is simple: businesses must have solutions that minimize technology risk while maximizing their technology investment.



i2, Inc.

I2, Inc. (i2) is an information and knowledge management consulting firm that provides an integrated approach to identifying, capturing, retrieving, sharing and evaluating an enterprise's information assets as well as the flow of those assets. I2 provides solutions at the project level or assign skilled consultants to deliver the highest quality results possible.



iBusiness Solution, LLC

IBusiness Solution, LLC (IBS) was founded in 2000 as an IT consulting firm in Pennsylvania. During the past years, IBS has placed hundreds of consultants with several clients including Sun Microsystems, Microsoft Intel, and MCI WorldCom, to name a few. IBS has business partnerships with more than 50 companies nationwide that have between \$5-200 million in annual sales.



IBS's mission is to create lasting business value; they deliver innovative, reliable and enduring business solutions, using the appropriate tools and technology to meet business objectives. IBS' strength is its experienced and versatile technical consultants, who all have practical experience implementing real-world projects and expertise in all aspects of the project life cycle. IBS' consultants have at least Bachelor degree, and have averages more than five years of relevant IT experience.

Information Management Resources Limited

Founded in 1981, Information Management Resources Limited (IMR) is the mid-Atlantic region's premier document and



data management resource. With corporate offices in Harrisburg and affiliate offices in Hazleton, Pittsburgh and Philadelphia, IMR has been providing information management services to business and government for more than twenty years. IMR specializes in planning and implementation of hardware and software solutions that capture, store, retrieve and distribute documents and data - they maintain partnerships with the industry's best of breed in digital imaging products.

IMR delivers a full spectrum of document management services. There are many players in the industry who claim to be "full-service" providers; however, IMR is uniquely qualified for the role. From advanced, enterprise-level integrated electronic document management systems to microfilm and archival services, IMR does it all.

IMR's 360° service center is made complete by their in-house production facilities that are professionally staffed and fully-equipped. IMR's production specialists can prepare, capture, enhance, index, store and distribute documents and data using digital processing, film or hybrid media options. Their conversion and archival experts understand the practical, technical and security issues involved in handling valuable documents.

Information Services Group

Information Services Group (ISG) is an IT and systems consulting company that works closely with government and commercial organizations. Since its founding in 1987, ISG has developed an outstanding reputation for quality, value-added consulting and implementation services. ISG provides services for state and local government agencies and businesses of all sizes (including Fortune 100 companies) by using proven methodologies, techniques and processes to assess the use of IT.



ISG's success is a result of their ability to remain on the leading edge of technology assessment and technology integration. Together with ISG's technology services, they can provide group facilitation services, which experience has shown to be absolutely indispensable when introducing any change into an organization. ISG's consultants bring a rich portfolio of tools, techniques and processes that are selected and combined to meet the unique needs of each client.

Innovative Business Concepts, Inc.

Innovative Business Concepts (IBC) is a woman business enterprise (WBE) with offices in Philadelphia and Harrisburg. They specialize in IT planning, specifically focused on the impact IT change has on organizations. They have experience supporting multiple Commonwealth agencies. IBC provides computer consulting, business management consulting and change management consulting services to assist clients through all aspects of technical, business and organizational transition.



IBC's focus is on the preparedness of the recipient audiences who undergo change, bringing all facets of transition together in a seamless and holistic manner.

IQ Inc.

IQ Inc. is a local firm based in Murrysville, PA; they are a certified disadvantaged business enterprise (DBE) supplier for the state of Pennsylvania, Massachusetts and Oregon. IQ Inc. is in the process of obtaining DBE certification for the state of New York. IQ Inc. was founded in October 1994 by Barbara Van Kirk to provide professional consulting, contract-to-hire, full-time placement and project services to the IT industry. IQ Inc. serves the short-and long-term needs of its clients in western Pennsylvania and neighboring states.



IQ Inc. is expanding the existing business to provide professional software project development services to the IT industry. The focus of new customers was initially in the transportation industry. This area was chosen because of the past work of the engineering staff, the referrals that have come from their work, the contacts that the IQ Inc.'s management staff has with other professionals in this industry and IQ Inc.'s disadvantaged business enterprise (DBE) certification. IQ Inc. is marketing the following project services: management and development of software projects or portion(s) of a software project, software project management consulting services and software engineering consulting services.

Iverson Associates, Inc.

Iverson Associates, Inc. was founded in 1984 and is certified as a woman business enterprise (WBE) by the Commonwealth of Pennsylvania, Pennsylvania Department of Transportation, State of New Jersey, North Carolina DOT, Maine DOT, Ohio DOT and the City of Philadelphia.



Iverson Associates, Inc. develops customized application in Visual C++, Visual Studio.NET and Visual Basic for applications for Access, SQL Server 2000 and Oracle databases. They specialize in systems integration, network design and support and training for local area network (LAN) environments.

Kennebec, Inc.

Kennebec, Inc. was founded in 1999 to provide IT support to prime contractors. Initially, the aim was only for projects in the rail industry. Other industries have followed suit and now use Kennebec as their main supplier for software development or as a subcontracting supplier.



Kennebec has earned a reputation for accurate, well-planned and well-executed software development. They specialize in the area of simulation and test tools for transit systems. In addition, Kennebec designs and develops database and desktop applications for a variety of other industries including medical and software development. More recently, they added staff that is experienced in mainframe technology. Kennebec's ability to establish synergy with in-house design teams has benefited clients as they consistently meet project requirements, budgets and schedules.

KIT Solutions, Inc.

Knowledge-Based Information Technology (KIT) Solutions, Inc. creates intelligent systems for the health and human services industry that monitor and measure impact and performance outcomes and provide knowledge for improved decision making. A KIT system enables policy-makers, government agencies, private foundations, researchers and field practitioners to implement best practices and evidence-based programs, demonstrate impacts and continuously improve outcomes.



KIT has successfully marketed performance-based prevention systems (PBPS) to seven states (PA, VA, SC, RI, FL, WA, and ME) in the past five years. These states utilize PBPS for their state-wide prevention data collection, management and reporting. Currently, more than 600 prevention organizations and thousands of staff members from these states are using PBPS over the Internet on a daily basis.

LF Banks & Associates

LF Banks & Associates is an award-winning, woman business enterprise-certified advertising and graphic firm founded in 1982. They provide a corporate imaging service through the development and creation of annual reports, capabilities brochures, corporate identity programs, print and broadcast advertising campaigns, packaging, direct mail, interactive media and web design. In recent years, LF Banks & Associates has grown substantially and secured a reputation of excellence in the design and business communities.



In a testament to their diversity, LF Banks & Associate's clients include pharmaceutical companies, hospital/healthcare providers, nonprofit organizations, resorts/casinos, universities, travel agencies, real estate agencies, banks, law, accounting, architectural and engineering firms.

Momentum, Inc.

Founded in 1998, Momentum, Inc. is headquartered in Harrisburg with clients throughout the Northeast. Momentum helps clients align organizational learning, planning, delivery, administration and evaluation structures to meet business needs. Their diverse experience across private sector, academic and professional service organizations along with the state and federal government uniquely positions Momentum to represent client's best interests on complex enterprise transformation initiatives.



Momentum, Inc. possesses a comprehensive and integrated combination of knowledge, experience and expertise in the following disciplines: strategic planning, project management, customized documentation and training and business transformation.

Multimedia Unlimited, Inc.

Multimedia Unlimited, Inc. (MUI) is a small business and a woman business enterprise (WBE) specializing in the conversion of hard copy documents to electronic files. MUI has converted millions of paper



documents to electronic form for its clients. This facilitates corporate information recovery capability, security of knowledge assets and transition to a paperless business. Conversions are done at MUI sites where extensive quality control measures are implemented. Their experience combined with technical expertise ensures a quality product and the satisfaction of their clients.

Whether it's one or thousands of pages, MUI can quickly and accurately convert documents for publishing on CD-ROM or other media. Using their wide-format scanner, MUI can scan documents that are up to 36 inches wide and any length in black and white, grayscale and color. The conversion of documents to electronic format creates a significant cost savings in duplication, distribution and storage. Digitized files are easy to find, accessible from on-or off-site locations and require minimal storage space. Overhead costs including labor, storage, copying and postage are all reduced as hardcopy is digitized.

Munroe Creative Partners

Munroe Creative Partners is a “creative powerhouse” staffed by 21 experience writers, graphic designers and production experts who produce marketing communications materials for governmental agencies like the EPA, the Delaware Valley Regional Planning Commission, the Pennsylvania Turnpike Commission and the New York/New Jersey Port Authority. They have also completed projects for the Department of General Services in the past.



From direct mail campaigns to web sites, print advertising and brochures, Munroe Creative Partners supports businesses by delivering intensely attractive, strategically driven design and key messaging that grows revenue. In addition, clients work directly with creatives, assuring that communications are crystal clear. This structure ensures clients that the message is sharp, costs are reasonable and projects are delivered in record time.

Oberon, Inc.

Oberon, Inc. has provided wireless local area network (LAN), structured wiring, programming, hardware and software specialist and project management experience to larger integrators since 1999. They are very familiar with the demands of federal and state contracting processes. More than 60% of Oberon's revenue is generated from government projects.



Oberon uses proven, standards-based technologies to provide secure and reliable wireless LAN/wide area network (WAN) design and integration. Oberon designs client's networks to suit the client's requirements for information security, infrastructure security, throughput, capacity, aesthetics, optimized coverage and scalability. They also offer solutions for high availability, redundancy, intrusion detection, location awareness and upgrade-ability.

Organizational Effectiveness Services, Inc.

Founded in 1994, Organizational Effectiveness Services, Inc. (OES) has provided extensive consulting experience in the areas of human resources, office administrative services, documentation, training and curriculum design and delivery to both the private and public sectors for more than nine years. OES has continued to grow and evolve its products and services in the Central Pennsylvania marketplace.

OES's product and services offerings have earned a reputation for quality and competency with private and public sector government clients.



Operating Systems Services, Inc.

Operating Systems Services, Inc. (OSS) is a full service company that provides IT consulting. OSS is a minority business established in 1992, incorporated in 1993. At present, OSS is engaged with several clients and has provided services to numerous Fortune 500 clients. Some of OSS' major accounts include IBM Corporation, Microsoft, Marathon Oil, Texas Department of Health and Human Services, the Directorate of Information Resources, and the Texas Education Agency.



OSS has a nationwide presence when it comes to serving clients, in both the private and public sector. They serve a multitude of industries, including manufacturing, technology, energy, healthcare finance and insurance. OSS, Inc. is a minority vendor to the states of Texas, Delaware, New York, Florida and most other states.

PC Consulting and Training, Inc.

PC Consulting and Training (PCCT) is a certified minority and woman business enterprise company specializing in professional career development and training, instructional and procedural writing, software training and support and human resource consulting and project management.



Established in 1994 and headquartered in Blue Bell, PA, PCCT brings more than 30 years of experience to a project. From the initial needs analysis, to parallel testing, through implementation, PCCT is there with the expertise and solutions to grow a company's efficiency and profits.

Pennoni Associates, Inc.

Philadelphia-based Pennoni Associates, Inc. is ranked in the top 100 engineering firms in the country and is a leading presence in the Northeast and Mid-Atlantic. For District 4-0, they completed the \$30 million project for Interchange 46 of Interstate-81 in Luzerne County (Wilkes-Barre). They are also business partners with both Autodesk, Inc., and Bentley Systems, Inc., and have direct access to both. As a supplement to their core engineering business, they train client engineers in the use of CADD tools, including Autodesk AutoCAD and Microstation.



Penn Data Networks

Penn Data Networks was founded in 2000 and provides a full range of local area network (LAN)/wide area network (WAN), cabling and IT services. The company is a Microsoft Certified Solution Provider (MCSP) with a full-time staff of network engineers and cabling technicians. Penn Data's engineers have real-world experience to effectively deal with any Microsoft NT or Windows network application while their cabling technicians have extensive experience in the category 3, 5, 5e, 6 and fiber optics areas. Engineers carry certifications from Microsoft, Cisco, 3Com, Toshiba, Aces International and others such as computertraining.com and Brainbench.



Penn Data Networks has immediate access to one of the nation's largest inventory of new, used and refurbished computer and network parts. Their diversity puts Penn Data Networks in the unique position of offering clients solutions and components that not only fits their technology needs, but also their budget.

PennSoft Solutions, Inc.

PennSoft Solutions, Inc. (PennSoft) is a privately-held IT firm based near Pittsburgh, PA and has been a leading provider of e-resources since 1998. Representative clients include Experic Solutions (Hitachi), Xcelerate, Highmark, ACS, Deloitte Consulting, Chicago Mercantile Exchange and many other national clients. PennSoft draws from the years of software consulting and systems development experience of its founders and has been able to leverage that expertise in a variety of consulting channels. Realizing the potential and impact of the Internet, PennSoft has embraced Internet and related technologies and is helping companies achieve e-transformation. PennSoft has the right resources to help companies develop business-to-business and business-to-consumer applications, auctions, exchanges, marketplaces, multi-vendor catalogs, web-enable legacy systems, etc. PennSoft can either create and entire project team or supplement your existing team with seasoned consultants.



Perfect Order

Perfect Order began in 1992 and presently has more than 125 people employed throughout the Northeast in five regional offices delivering complete solutions through our Perfect Order Customer Group. Perfect Order works with key partners such as Sun Microsystems, HP, Cisco, Nokia, Checkpoint, Oracle, Verisign and Veritas to deliver enterprise-level solutions that meets the needs of our customers. However, ideal solutions are not always easy to find, so they work closely together with partners to be sure that no option is overlooked. This approach helps give the client a concise understanding of what Perfect Order is doing, what the client should expect and how Perfect Order works mutually to make a project a success.



Perfect Order delivers consulting services, hardware/software products and value added services which supports their clients' enterprise infrastructure. Included in these are system design and administrations architecture for both UNIX and Windows as well as

database design, deployment and tuning with particular strength using Oracle databases, storage area networks (SANs) and data center operations design and architecture.

Perfect Order also has demonstrated expertise in the web development arena. They can provide the graphic design capabilities to create exceptional, effective web sites, as well as "the heavy lifting" behind the scenes. This includes scripting using tools such as PERL, PL/SQL, Hypertext Preprocessor (PHP), Java, VB, ASP, .NET and e-Commerce applications using today's favorite terminology. Perfect Order also brings to bear proprietary software that contributes "value-add" in the way of network systems management (SysNav), network security (CAPS) and application aggregation (Navigator Series). This is software was developed and is delivered by Perfect Order personnel.

Pollyann Augenstein Computer Services

Pollyann Augenstein Computer Services (PACS) is a Pittsburgh-based professional and technical services disadvantaged business enterprise, registered with the Port Authority of Allegheny County, the State of Pennsylvania and the State of Illinois, providing creative computer services and solutions for the complex problems of government and industry particularly in right-of-way acquisition land management.



With three employees in Pittsburgh, PACS has provided a broad range of computer services primarily to government, utility and industrial clients. PACS has serviced such clients as the Port Authority of Allegheny County Real Estate Department by way of its contract with Interstate Acquisition Services for more than eight years as well other companies throughout the United States, such as: Golden Field Services, SE Technologies and Bolsan. Recently, PACS has agreed to work with Universal Field Services out of Tulsa, OK for a project with the Pennsylvania Department of Transportation.

Prequel Solutions, LLC

Prequel Solutions, LLC (Prequel) is a woman owned business specializing in providing web design and development, application software development, IT consulting services and IT project outsourcing. In October of 2003, Prequel was formed when Pittsburgh-based Internet technologies provider Stargate Industries divested its former professional services group. Prequel is proud to maintain long-standing commercial business relationships with Fortune 500 companies such as H.J. Heinz, GE Transportation Systems, US Steel, PNC Bank, eBizITPA.org, Allegheny Ludlum, Erie Insurance and countless others, as well as our government affiliations with the Commonwealth of Pennsylvania including the Pennsylvania Department of Labor and Industry, Pennsylvania Department of Conservation and Natural Resources, Pennsylvania Department of Health and the Pennsylvania Turnpike Commission. Prequel maintains offices in both Pittsburgh and Erie, PA.



Through strategic acquisitions, Prequel represents a team that has been providing high-valued IT services to regional clients for more than 20 years. Prequel has a vast

knowledge of technologies and experience that comes from planning, developing and supporting hundreds of business systems. Prequel is a Microsoft Certified Partner and is presently a “Gold” Certified Partner.

RAY Communications, Inc.

RAY Communications, Inc. was incorporated in October of 1984 by Dr. Leonard Ray, Sr. RAY Communications, Inc., a minority-owned, 8(a) graduate, is a professional telecommunications system integrator providing installation, technical, management and support services for both telecommunications systems (PBX's) and data networks).



RAY Communications, Inc. has an excellent reputation for implementing both voice and data communications services throughout the network life cycle including: requirement analysis; design and engineering; material acquisition; installation acceptance testing; operations, maintenance, and administration moves; adds and changes (MAC).

RAY Communications, Inc.'s customer base includes U.S. Army, U.S. Navy, Veterans Administration, Thomas Jefferson University, U.S. State Department, Commerce Department, E.I. DuPont, AT & T and Siemens.


Target Systems, Inc.

Target Systems is a federally certified small, woman-owned, veteran-owned business headquartered in Mechanicsburg. The firm was established in 1994, founded originally to provide IT and logistics support to the U.S. Navy. Target Systems has more than 40 full time employees.



Target Systems retains a unique mix of employees with extensive experience in IT services, logistics, commercial data applications, IT and electronic commerce and electronic business design and application development.

TechCircle

Founded in 1999 by experienced information technology professionals,  TechCircle is headquartered in the Harrisburg area with private and public sector clients throughout the continental U.S.

Their experience with government agencies, private sector and professional organizations along with their partnership with software service companies qualifies TechCircle to be a partner in a client's endeavor to implement efficient technology solutions.

TechCircle helps clients implement efficient solutions across the business enterprise to realize improvements in critical areas of business management. They harness industry knowledge and experience to leverage emerging technologies for improving business processes. They strive to build steadfast relationships with their clients to understand their changing needs and add value to their enterprise. TechCircle is committed to exceed client expectations by delivering more than expected results.

TEKsystems

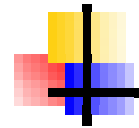
TEKsystems is the nation's largest IT and communications staffing services firm and was rated number one by *IT Services Magazine* in August 2002 and September 2003. TEKsystems has been providing these services for more than 15 years, serving more than 4,000 client organizations with more than 100 locations.



TEKsystems opened a local Harrisburg office in 1996. From 1996 through 2001, they provided staff augmentation services to the commercial sectors and to the government through partnerships with integrators. Over the past two and a half years, TEKsystems gained Invitation to Qualify (ITQ) approval in nine different categories and service areas and has completed multiple engagements in more than 12 state agencies and numerous city and county government entities. These include ImaginePA, PA Open for Business, Pennsylvania Justice Network (JNET) and Dynamic Site Framework (DSF) initiatives, the Keystone Communication project and Commonwealth Connect.

Trinity Consultants

Trinity Consultants (TCI) is an IT consulting firm located in Yardley, PA. They are dedicated to satisfying a client's requirement for technologically innovative solutions to information processing needs. TCI specializes in providing quality services to their clients in government and industry. TCI has experience in the analysis, design, development, implementation and maintenance of software that facilitates the processing of information for a variety of applications. TCI's expertise in multiple technologies and architecture allows them to choose unbiased technology solutions for their clients. TCI continues to enhance their skills by keeping up-to-date with new technologies and training. A key to TCI's approach is learning their client's business quickly, and then combining that knowledge with their experience in key technologies to create value-based solutions.



15. Describe how these subcontractors have been qualified to be part of the contractor's network, and how additional contractors can become part of the network in the future. How will the contractor maintain an open network and ensure that the contractor is using the best subcontractors possible throughout the life of the contract?

The text of our response to this question appears verbatim in the individual contracts we have signed with our subcontractors.

We have successfully worked with subcontractors for more than 20 years, including conducting our own tier of suppliers for targeted opportunities via an RFP process. The firms partnering with us for this proposal include many long-term CAI business partners, including DBE firms and small businesses we have worked with in the federal sector. We also screened more than 100 other Disadvantaged Businesses obtained from the DGS web site to supplement our existing relationships and provide broader coverage across all job categories and geographical locations. All partners have been thoroughly qualified, including evaluation of their ability to supply IT staff and fiduciary evaluation of their stability.

Our goal is to create an open network of suppliers, including targeted DBE firms. We have followed both the letter and the spirit of the RFP in this sense. In preparing our

network, we encouraged all suppliers to participate with other prime contractors, i.e. we did not require an exclusive commitment from any of them. This is also true of our network of Pennsylvania colleges and universities (Question 21, page 72). As we established the network for this proposal, we became aware of several excellent DBE firms who prematurely entered exclusive arrangements with a larger prime contractor; upon notification of award we will actively seek these vendors and qualify them into the network, where appropriate.

Our subcontractor partners were selected based on the evaluation of their ability to meet the needs outlined within the RFP. This includes the ability to understand and communicate the nature of our business; relevant facts pertaining to our history, culture and mission; the ability to adjust operations to fit the demands of our recruitment model, metrics requirements, terms and conditions, and invoicing requirements; guarantees of service quality and delivery; submission of creative and innovative ideas within the proposal; and their specific willingness to be a subcontractor partner with CAI. For each subcontractor, we prepared a teaming agreement and statement of work related to the RFP. From each subcontractor, we obtained a W-9 with their federal employer identification number (EIN) number and a certificate of insurance.

In qualifying our subcontractors, we asked each to document their ability to supply the specific categories, skill sets and areas defined by the RFP. The accompanying table summarizes the number of firms able to supply staff for the RFP job categories; details appear in **Appendix B: Subcontractor Network**.

Attachment B – Technical Questionnaire

		Number of In-Network Firms				
Job Title	Level	Area 1	Area 2	Area 3	Area 4	Area 5
Programmer	1	17	13	19	25	18
Programmer	2	19	15	20	32	21
Programmer	3	19	14	19	27	21
Tester	1	14	13	16	21	15
Tester	2	16	15	18	25	18
Tester	3	15	13	18	23	15
Tester	4	14	13	15	20	16
Program Manager	1	13	13	14	21	14
Program Manager	2	15	15	18	24	16
Program Manager	3	15	13	16	22	15
System Specialist	1	15	12	15	20	14
System Specialist	2	15	13	16	20	14
System Specialist	3	14	13	16	21	16
Functional Architect	1	14	12	14	20	14
Functional Architect	2	15	13	18	20	15
Functional Architect	3	13	12	15	18	15
Functional Architect	4	14	12	15	18	15
Product Specialist	1	11	10	12	15	12
Product Specialist	2	12	10	12	14	12
Product Specialist	3	11	10	11	14	11
Technical Writer	1	15	12	16	26	16
Technical Writer	2	15	13	16	23	16
Technical Writer	3	15	13	16	22	15
Technical Architecture Specialist	1	13	12	14	19	15
Technical Architecture Specialist	2	13	12	14	18	14
Technical Architecture Specialist	3	13	12	14	19	15
Technical Architecture Specialist	4	13	11	14	18	14
Team Lead	1	13	13	16	24	15
Team Lead	2	16	13	18	24	15
Software Process Engineer	1	11	11	15	19	13
Software Process Engineer	2	11	12	15	20	14
Software Process Engineer	3	12	12	14	18	13
Quality Assurance Specialist	1	13	13	14	17	11
Quality Assurance Specialist	2	14	13	16	20	16
Quality Assurance Specialist	3	13	14	15	19	12
System Administrator	1	15	12	15	23	14
System Administrator	2	16	13	17	25	15
System Administrator	3	16	13	17	22	16
Database Administrator	1	16	13	16	22	14
Database Administrator	2	16	13	18	25	14
Database Administrator	3	15	14	16	22	15
Helpdesk Support	1	12	8	13	20	12
Helpdesk Support	2	13	7	14	20	13
Data Entry Operator	1	10	8	11	16	10
Data Entry Operator	2	11	8	11	17	10

We have reviewed their current staff and projected staff and assessed their ability to supply highly qualified personnel over the life of the contract. They are all firmly committed to our joint SLA to the Commonwealth. Within our network, all subcontractors have access to requisitions based on their ability to respond to specific skills and labor categories; all have supplied us with their firm's ability to meet the specific labor requirements of the RFP.

Evaluating Effectiveness

Our partners provide us with the human capital we need to be most effective in responding to CWOPA requirements. We will constantly review CWOPA requirements and our partner network's ability to deliver, making changes to the network as required to maintain our commitment to quality and price.

We will also monitor suppliers' effectiveness across the life of the contract as part of our quality assurance (QA) process. This includes evaluating the candidates presented as part of our normal screening process, soliciting feedback from agency management on the individual performance and assessing the business capabilities of both individuals and their employers (time sheets, invoicing, etc.). Most of these metrics are maintained directly within the software we propose to use (section **II-4.10 Web-Based Tool**, below).

If necessary, we will replace firms with partners of equal caliber. In all cases, we will maintain our commitments to Disadvantaged firms and involve DGS in any decision to expel a firm from our network and/or to restore a previously expelled firm. Criteria for expulsion include failure to comply with U.S. or Commonwealth laws, failure to comply with the Commonwealth Contractor Responsibility Program (CCRP) administered by the DOR, felony conviction, gross negligence or willful misconduct.

We are also committed to maintaining an open network throughout the life of the contract. This includes allowing qualified businesses to join the network to expand our capabilities. We will also provide the same rigorous screening to these new firms in order to ensure the most effective labor supply to CWOPA.

Supporting Disadvantaged Businesses

We support CWOPA commitments to Disadvantaged Businesses. As part of our transition, we will conduct training sessions both with agency participants and our subcontractors to ensure all parties know both the functionality of our proposed VMS tool and how it fits into the DGS-approved process. Our intent is to enable (1) agencies to obtain the most directly relevant, qualified labor by understanding the power of the tool; (2) subcontractors to present their staff qualifications so that they receive the largest number of possible matches; and (3) CAI to provide agencies with the most qualified candidates at the best price-point. While acknowledging our commitments to contractors documented in this proposal, we also pledge to be vendor-neutral in evaluating discrete resumes presented for openings at CWOPA agencies.

We intend to work with DBE firms and assist them with recruiting, marketing and advertising as a way of ensuring their full participation in this contract. This occurs at no additional expense to them and is part of our guarantee of 75 percent DBE participation.

16. Taking into account the Commonwealth’s interest in channeling a portion of the business through subcontractors, how much of the business does the contractor anticipate will be performed by subcontractors? How will the contractor report, on an ongoing basis, how much of the work performed is conducted through subcontractors?

As noted above (Question 14, page 40), we intend to channel 95 percent of the business to our subcontractor network, and we identified the firms slated to compete for the specific positions. We will use the Peopleclick VMS standard reports and custom web reports to provide the information on an ongoing basis for subcontractor support. It is available online, and we anticipate running reports on a monthly and quarterly basis. We also intend to provide authorized Commonwealth management direct access to the tool in order to generate standard (Question 34, page 110) and ad-hoc (Question 35, page 113) reports.

A sample of applicable report titles by vendor appears in the accompanying table; we discuss this further in our presentation of the reporting capabilities of the tool (Question 34, page 110).

Sample of Vendor Performance Reports
Average Rate by Vendor for Current Engagements
Average Days between Submitted/Engaged date by Vendor
Number of Candidates Disengaged with Poor, Good, False Start Status by Vendor
Average Number of Days from Requirement Open Date to Candidate Submitted Date (by Vendor)
Average total Engagement Expense by Vendor
Total Number of Engaged Candidates by Vendor
Total Number of Candidates Submitted, Engaged, Rejected by Vendor
Number of Engaged Candidates per Submitted by Vendor
Number of Current Engaged Candidates per Submitted by Vendor
Average Length of Engagement by Vendor

These are the same reports we will use to monitor vendor performance; they are also the reports we will use to measure our DBE commitments. During transition, we can determine the specific reports to submit on a monthly basis and to present at our quarterly meetings with DGS and the CWOPA agencies.

17. How will the contractor give opportunity to subcontractors (including small businesses, PA-based businesses and disadvantaged businesses) to obtain some of the business offered through this contract? For example, the Commonwealth envisions that the group of resumes received in response to a resource request will have resource options from a variety of sources. Discuss the contractor’s plan in this area.

For any one requisition, we will have from eight to 32 firms presenting resumes (summary table, Question 15, page 63). With an estimated five percent of the actual positions, we intend to use our network of suppliers extensively and will use the tool to measure distribution of suppliers. The tool will help enforce the process, and our account managers will use its numerical ranking capability to help qualify candidates as discussed under the **Order Fulfillment** heading below (Question 31, page 106). We envision presenting the required three candidates from three separate suppliers for any specific requisition.

In order to ensure the equitable allocation of requisitions to meet our Disadvantaged Business and SLA commitments, we will use the VMS tool to monitor and control access to requisitions. VMS includes the functionality to define discreet tiers of vendors based on variable parameters. Tiers work by notifying by email and online access the receipt of new requisitions. The VMS application is very flexible in allowing one or more tiers (by various parameters) to see and respond to requisitions. We will develop these tier levels during the VMS implementation and will monitor performance on an ongoing basis. Tiers will be developed by area, position, supplier category, supplier commitment, etc. The tiers will balance the work across the supplier network to extract the most efficient staffing solution and meet our service level agreements.



As presented in our response to Question 12, page 37, we intend to use the tool to measure and report on our SLA commitments. From a business standpoint, our commitments to Disadvantaged Businesses are additional components of the contractual SLA.

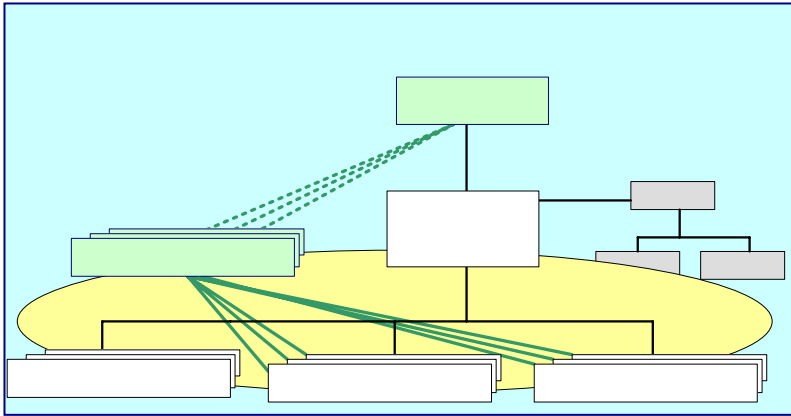
18. Describe how the contractor manages its network of resources and subcontractors to ensure that the Commonwealth sees “one face” to the contract and works solely through account managers for the managing supplier.

The text of our response to this question appears verbatim in the individual contracts we have signed with our subcontractors.

One of the driving forces behind the current procurement is standardized, volume-based pricing and consistency across all agencies. This was also a major factor in our selection

as a preferred vendor for ETS, the IMF and New York DTF, as noted in our discussion of these references in our response to RFP question 4 beginning on page 3. We also understand CWOPA’s need for consistency across the contract without stifling healthy competition by IT suppliers. As discussed in our response to Question 4 (page 9), we intend for our account managers to be CWOPA’s primary contact for staffing needs, as summarized in the chart presented for Question 4. He or she will work one-on-one with the specific CWOPA manager(s).

Our suppliers are aware that all staffing from this contract must come through the designated process. While they are free to conduct normal marketing and sales calls on CWOPA agencies in pursuit of other projects, they are committed in their



teaming agreements with CAI to abide by the rules of this procurement. In turn, we will also need commitment by all agencies to follow the process that emerges, and our VMS tool will play a significant role in ensuring that all participants follow the same process. We have provided our conceptual and technical approach in this proposal and expect to expand it during the transition period.

The accompanying online report from the VMS tool shows a consistent view of open and filled requirements

from multiple sources. This is an immediate manifestation of how the tool will provide a consistent interface for agencies to evaluate suppliers and technical staff.

Engagements										
Requirements Requirement ID	Req Class Description	Status	Title	Candidates Candidate LFM Name	Candidate ID	Submitter Org Name	Engagements Engagement Start Date	Engagement Through Date	Requirements Division/Branch	Engagements Reports To
3031	Project Management L-1	Filled	PM L-1	Erckson, Becky	2319	VL Consulting	2001/10/18	2001/11/20	Support	Lyons, Vince
3032	Informix	Filled	Informix DBA	Butler, Jon	2320	MH Consulting	2001/10/18	2001/11/20	IT	Husain, Marc
3033	Oracle	Filled	Oracle DBA	Donaldson, Bob	2321	KM Consulting	2001/10/18	2001/11/20	IT	M, K
3034	Project Management L-1	Filled	PM L-1	Decker, Stacy	2322	LH Consulting	2001/10/18	2001/11/20	IT	Horowitz, Lisa
3043	Informix	Filled	Informix Admin 10-22	Smith, Robert	2325	VL Consulting	2001/10/23	2001/10/24	Open	Lyons, Vince
3045	Informix	Filled	Informix Admin	Miller, Amy	2326	VL Consulting	2001/11/05	2001/11/16	Open	Lyons, Vince
				Pham, Tuan	2330	VL Consulting	2001/11/01	2001/11/05	Open	Lyons, Vince
3036	Project Management L-1	Filled	PM L-1	Voight, Stu	2365	VL Consulting	2002/02/17	2002/05/17	Support	Lyons, Vince
				Lund, Hugh	2366	VL Consulting	2001/11/12	2001/11/30	Support	Lyons, Vince
3472	Administrative Assistant	Open	DBA Assistant	Evangelista, Amy M	2499	LH Consulting	2001/12/01	2002/12/31	main	Horowitz, Lisa
3035	Informix	Filled	Informix Admin	Smith, Jim	2503	VL Consulting	2001/12/06	2002/02/21	Open	Lyons, Vince

The following points summarize several critical success factors.

- ◆ Our account managers will work iteratively and immediately with their assigned agencies. We also provide backup for account managers to cover their vacation, holiday and other non-working time. They will be actively working with agency management, without being intrusive.

- ◆ Our account managers will follow the same consistence process, as enforced by our VMS tool, thereby providing continual and consistent coverage for requirements. We will ensure the various account managers work as “primary” managers for specific agencies and/or technologies while serving in a secondary capacity to their colleagues.
 - ◆ With DGS approval, our tool will enforce process. This requires commitment by agencies, by CAI and by our network.
 - ◆ Our vendor network also has direct access to the tool. This ensures healthy competition for specific opportunities; it also provides a consistent means of communicating requirements and results.
19. How many current resources does the contractor have in its company's internal resource pool who would qualify as potential candidates for the Commonwealth's IT Contract Service needs? How many resources do the subcontractors currently have who would fit the Commonwealth's needs?

CAI employs approximately 800 IT professionals living and/or working the Commonwealth, all of whom are capable of supporting CWOPA agencies. We have extrapolated the 771,907 hours from the RFP into an estimated 400 positions. We thus plan to fill approximately 20 positions – five percent of the positions – from our pool. These 20 in turn represent 2.5 percent of our Pennsylvania-based staff and 1.4 percent of our total staff.

Our suppliers have self-assessed themselves as capable of supplying virtually unlimited numbers of staff to the contract; the summary presented in **Appendix B: Subcontractor Network** correlates to more than 50,000 potential positions. In reality, the number of currently available resources averages 10 percent of the staff of any one firm. With 51 firms, our network can supply significantly more than the estimated 400 positions.

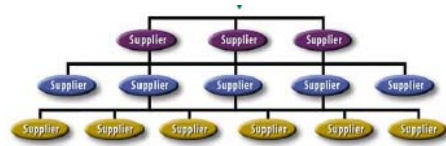
II-4.6 Recruiting and Peak Demand Periods

20. How does the contractor recruit resources for skills or roles which it does not currently have available in its resource pool? How will this recruiting plan help the contractor meet the Commonwealth’s needs during peak periods and in cases of hard-to-find skill set needs?

We have deliberately created a subcontractor network that is both broad and deep, with 51 firms supplying 95 percent of the staffing (Question 14, page 40), and we have their combined capabilities to meet CWOPA requirements for IT staff. Our network can respond quickly to meet labor demands, and we will use the VMS tool to monitor performance. We are confident of our ability to fill positions quickly and appropriately according to the SLA. Nonetheless, occasions will undoubtedly arise when a candidate with a specific skill set is not available at the moment. This narrative discusses issues related to identifying resources with hard-to-find skill sets or during peak periods.

Expandability

We have the immediate capability of expanding our search throughout our network. For a normal position, we work sequentially within a specific tier, as shown in the accompanying chart, and proceed to level 2 and level 3 suppliers as needed.



Where necessary, we can globally present an opportunity to the entire network, bypassing tiers altogether. This has the net effect of having all 51 firms seeking the specific skill set. We will adjust our partner network to maintain the highest level of service.

In addition, we have the extended capability of our own corporate recruiters (Question 4, page 9). We intend to overstaff during the implementation to ensure a smooth transition (Question 28, page 93), and we can engage them at any point for additional support throughout the contract. These are thus 13 additional staff to use on an as-needed basis.

Foresight

In addition, we will meet quarterly with CWOPA agencies, as noted in the RFP, and our on-site managers will be in continuous dialog with their clients (Question 10, page 34); we are also in continuous dialogue with our suppliers. We intend to remain abreast of changing requirements well before requisitions enter the VMS tool. This includes advance preparation for year-end retirements or preparation for staffing related to new labor contracts.

Within the VMS tool, we can initiate internal (“soft”) requisitions as a means of accumulating skills sets ahead of a formal requisition. We also use our own Lotus-based *Candidate Tracking* software, which we use on a nation-wide basis to maintain a pipeline of resumes. Our ability to meet the two- and three-day turnaround (for urgent and normal requisitions, respectively (Question 25, page 86) requires us to maintain a pool of candidates, especially those required for emerging technologies.

Finally, the composite credentials of our team (Question 4, page 9) enable us to apply best practices to identify specific skills.

21. Does the contractor currently have recruiting dedicated to Pennsylvania universities, or is the contractor willing to create such a recruiting program to promote keeping Pennsylvania college graduates employed in Pennsylvania? Describe any recruiting efforts that utilize Pennsylvania college graduates as potential resources.

We have worked closely with Pennsylvania institutions of higher education throughout our company history. This section describes our Pennsylvania-based recruiting, our network of Pennsylvania colleges and universities and our specific program with Pennsylvania State University (PSU).

College Recruiting

We have been involved in college recruiting for the past 10 years. We have done on-site recruiting at multiple institutions, as shown in the accompanying table; this also includes multiple sites for PSU. Each year, we hire approximately a dozen recent graduates as part of our 18-month IT training program.

CAI On-Site Recruiting
Cedar Crest College
DeSales University
Kutztown University
Lafayette College
Lehigh University
Muhlenberg College
Pennsylvania State University
University of Pittsburgh

The process includes initial job postings on campus web sites, resume screening and selection and on-campus recruiting. While on-site, we conduct face-to-face interviews and administer our computer programmer aptitude battery (CPAB) tests to evaluate their ability. We invite the top 25 to career day at CAI where they meet some of our senior management and see our company first-hand.

Criteria for offering them a position with CAI include the following:

- ◆ Cultural fit within CAI
- ◆ Interpersonal and communication skills
- ◆ Technical aptitude
- ◆ Technical experience
- ◆ Flexibility and adaptability
- ◆ Enthusiasm and energy
- ◆ Individual short- and long-term goal alignment with CAI

Most candidates end up following a career path devoted primarily to technology or to project management; both options are available.

Penn State Pilot

For the past two years, we have worked closely with PSU’s School of Information Science and Technology (IST) to develop a solid working relationship and a means to support Commonwealth and other initiatives. This includes using IST students and faculty for appropriate engagements. Under our current engagement with PENNDOT, for example, senior PSU faculty are serving an adjunct role on our team in assisting PENNDOT’s Bureau of Information Systems (BIS) update its strategic plan. Also

working on that project are several IST graduate students whose role is to complete specific research tasks for the project.

In addition, we have presented a concept to IST to pilot a development center in Centre County. From our perspective, it represents a capability to use in-state resources at relatively low cost, prevent “brain drain” of Pennsylvania graduates and provide for an additional off-site development center for our client. Students can work on a time and material (T&M) basis to support CWOPA agencies, working remotely via a virtual private network (VPN) connection.

IST has also offered to extend their existing student consulting model to other schools across the state, if appropriate. Under their current model, teams of technology students work on external projects for clients both in and out of class. From the clients’ perspective, they receive relatively inexpensive, state-of-the-art assistance; from the students’ perspective, they gain meaningful work experience while establishing a relationship with Pennsylvania businesses that may lead to future employment after graduation.

Network of Pennsylvania Colleges

In addition to recruiting directly, we maintain an ongoing dialogue with multiple college placement offices, primarily through telephone and email. Specifically for this contract, we have arranged non-exclusive agreements with multiple Pennsylvania institutions to provide qualified IT graduates for potential placement with CWOPA.

We have included copies of agreement letters we have received to date (below). Over the life of the contract, we intend to work with additional interested Pennsylvania institutions of higher education.

Attachment B – Technical Questionnaire

PENNSTATE



Solutions Institute
School of Information Sciences and Technology

(814) 865-4445
Fax: (814) 865-7882

The Pennsylvania State University
104 Rider Building II
227 W. Beaver Avenue
University Park, PA 16801-1619

May 7, 2004

Dear Ms. Lightner,

With this letter we acknowledge our avid interest in supplying talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support, and we are extremely interested in participating in your network.

We understand we are free to participate in other vendors' proposed networks, and we look forward to providing candidates to the winning vendor and thus to the Commonwealth.

Thank you for your interest in the Pennsylvania State University.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian H. Cameron".

Brian H. Cameron
Assistant Professor of Information Sciences &
Technology

An Equal Opportunity University

YORK TECHNICAL
INSTITUTE

May 11, 2004

Ms. Lora Lightner
Computer Aid Inc.
470 Friendship Road
Harrisburg, PA 17111

Dear Ms. Lightner:

With this letter, we acknowledge our avid interest in supplying talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support, and we are extremely interested in participating in your network.

We understand we are free to participate in other vendors' proposed network, and we look forward to supplying graduates to the winning vendor and thus to the Commonwealth.

Thank you for your interest in York Technical Institute.

Sincerely,

York Technical Institute



Carol T. Brenneman
Director of Graduate Services

1405 Williams Road, York, PA 17402 ■ 717-757-1100 ■ 800-227-9675



**Division of Student Affairs
Career Services Center**

Louis A. Lamorte, Jr., Director
1900 W. Olney Avenue • Administration Center 409 • Philadelphia, PA 19141
215 951-1075 • FAX 215 951-1734 • lamorte@lasalle.edu

May 11, 2004

Ms. Lora Lightner
Computer Aid Inc
470 Friendship Road
Harrisburg PA 17111

Dear Ms. Lightner,

With this letter we acknowledge our interest in referring talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support, and we are definitely interested in participating in your network.

Computer Aid, Inc. understands that the University's voluntary participation in its supplier network is non-exclusive so it is free to participate in all other vendor networks of its choosing including those that may compete with Computer Aid for candidates.

Thank you for your interest in LaSalle University.

Sincerely,

A handwritten signature in black ink, appearing to read "Louis A. Lamorte, Jr.", written in a cursive style.

Louis A. Lamorte, Jr.
Director



Dear Ms. Lightner,

With this letter we acknowledge our avid interest in supplying talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support, and we are extremely interested in participating in your network.

We understand we are free to participate in other vendors' proposed network, and we look forward to supplying graduates to the winning vendor and thus to the Commonwealth.

Thank you for your interest in Messiah College,

Sincerely,

A handwritten signature in cursive script that reads "Dwayne Keiffer".

Dwayne Keiffer
Assistant Director of Career Development
Messiah College Career Center

INTELLECT · CHARACTER · CHRISTIAN FAITH

P.O. Box 4511 • One College Avenue • Granton, Pennsylvania 17017 • 717.691.6016 Phone • 717.691.6043 Fax
career@messiah.edu e-mail • www.messiah.edu/acdept/career

Career Development Center



May 7, 2004

Ms. Lora Lightner
Computer Aid, Inc.
470 Friendship Road, Suite 300
Harrisburg, PA 17111

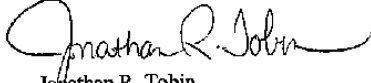
Dear Ms. Lightner:

With this letter we acknowledge our avid interest in supplying talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support and we are extremely interested in participating in your network.

We understand we are free to participate in other vendors' proposed networks and we look forward to providing candidates to the winning vendor and thus to the Commonwealth.

Thank you for your interest in Shippensburg University.

Sincerely



Jonathan R. Tobin
Associate Director

1871 Old Main Drive Shippensburg, PA 17257-2299
717-477-1484 Fax 717-477-4066
A proud member of the Pennsylvania State System of Higher Education



HACC

Harrisburg Area Community College

One HACC Drive Harrisburg, PA 17110-2999
Telephone (717) 780-2300
www.hacc.edu

May 12, 2004

Ms. Lora Lightner
Computer Aid, Inc.
470 Friendship Road, Suite 300
Harrisburg, PA 17111

Dear Ms. Lightner:

Please accept this letter as acknowledgement that the Harrisburg Area Community College is interested in supplying talented, educated candidates for future employment with the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support. We are extremely interested in participating in your network.

We understand that we are free to participate in other vendors' proposed networks, and we look forward to providing candidates to the winning vendor and, thus, the Commonwealth.

Thank you for your interest in Harrisburg Area Community College.

Sincerely,

A handwritten signature in cursive script that reads "Sheila E. Ciotti".

Sheila E. Ciotti, Director
Career Services Center
Harrisburg Area Community College



DESALES UNIVERSITY

Office of Career Services

2755 Station Avenue
Center Valley, PA 18034-9568

P: 610.282.1100, Ext. 1367
F: 610.282.2254
www.desales.edu/careerservices

May 11, 2004

Ms. Lora Lightner
Computer Aid, Inc.
470 Friendship Road, Suite 300
Harrisburg PA 17111

Dear Ms. Lightner,

With this letter we acknowledge our avid interest in supplying talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support, and we are extremely interested in participating in your network.

We understand we are free to participate in other vendors' proposed networks, and we look forward to providing candidates to the winning vendor and thus to the Commonwealth.

Thank you for your interest in DeSales University.

Sincerely,

A handwritten signature in cursive script that reads "Kate D. Jesberg".

Kate D. Jesberg
Director, Career Services & Internships



Career Services
Rauch Business Center, Suite 484
621 Taylor Street
Bethlehem, PA 18015-3117
(610) 758-3710 Fax (610) 758-3706
<http://www.career.lehigh.edu/>

May 14, 2004

Ms. Lora Lightner
Computer Aid, Inc.
470 Friendship Road, Suite 300
Harrisburg, PA 17111

Dear Ms. Lightner:

With this letter we acknowledge our avid interest in supplying talented, educated candidates for future employment within the Commonwealth of Pennsylvania. We understand the Department of General Services plans to create a primary vendor for information technology (IT) and other related staff support, and we are extremely interested in participating in your network.

We understand we are free to participate in other vendors' proposed networks, and we look forward to providing candidates to the winning vendor and thus to the Commonwealth.

Thank you for your interest in Lehigh University.

Sincerely,

A handwritten signature in black ink, appearing to read "Donna Goldfeder".

Donna Goldfeder
Director, Career Services

II-4.7 Quality and Service

22. Describe in detail the process the contractor intends to employ to guarantee quality and to ensure that the Commonwealth receives the best service and resource candidates possible. The contractor should describe their ability to provide the services and guarantees required in the Quality Assurance process, and how the contractor will add value to this process.

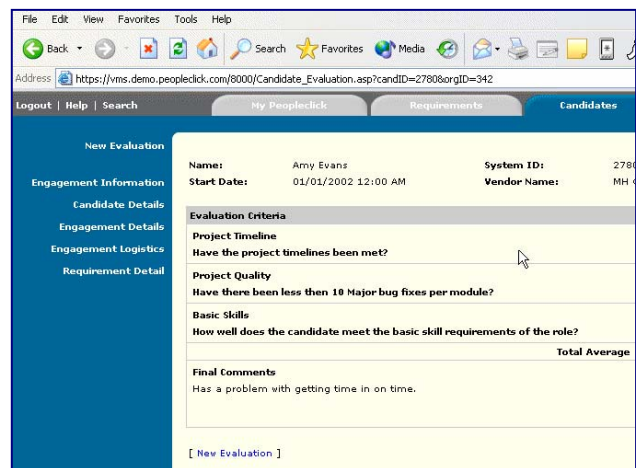
Placement Process Quality

The SLA components presented in the RFP are an initial measure of quality. As part of our transition (Question 28, page 93), we will customize the existing reports from our VMS tool to provide automatic reporting (Question 34, page 110) for components related to placing candidates. As an initial investment in quality process, we have deconstructed the proposed metrics of the SLA, restated them to express our understanding of each and described how we will measure it (Question 25, page 86). The accompanying table shows each of the performance metrics of the proposed SLA. Most refer to the process of staffing and are a basic function of elapsed time or the presence/absence of a placed candidate. The attrition and performance metrics, as defined in the RFP, measure the tenure of the candidate, where each is a subset of “unplanned turnover.” To the extent that the agency removes a resource for poor performance, the removal metric is an indirect measure of the quality of work – but the measure itself counts the presence or absence of the individual, not the effective quality of work performed.

SLA Performance Metric	Placement Process	Candidate Quality
Requisition Confirmation Response Time	X	
Resume Submittal Response time	X	
Normal Fill Rate	X	
Normal Round 1 Fill Rate	X	
Urgent Flagged Submittal Response Time	X	
Urgent Fill Rate	X	
Urgent Round 1 Fill Rate	X	
Attrition Rate	X	
Performance Removal	X	X
Offering Opportunity to the Network	X	
Usage of Network	X	
Customer Service Survey Results		X

Client Satisfaction Quality

The SLA metric “Customer Survey Results” is the metric that measures how well the candidate performs on the job. We intend to use the survey functionality of our VMS tool to measure client satisfaction, and the survey templates are customizable to cover specific areas of job positions. For example, the five agencies with the largest requirements (noted in Q&A) may want to each develop an agency-specific survey form for use in the tool.



The VMS tool uses an evaluation system that is configurable for multiple criteria and rating scales. The survey form(s) can be set up in multiple rating sections, where the agency manager rates the specific attributes of the person placed at the agency, as well as free-form text boxes for comments. Performance periods can be pre-defined, e.g. after 30 days, upon



completion of assignment, etc. The template allows you to select portions of the evaluation to be viewable by the vendor and other portions for internal use only. The accompanying image is a sample standardized evaluation form with eight rating fields. The software calculates the resulting score after the reviewer completes the evaluation.

One of the standards reports (Question 35, page 110) is the “Candidate Evaluation Report” shown in the accompanying image.

Criteria Results Views Welcome, Danielle Black Portal - Exit Reports

Candidate Evaluation Report Go! Save Clear

[customize view](#)

Candidate Evaluation Report

Vendors	Candidates	Engagements		Engagement Evaluations		
Vendor Name	Candidate LFM Name	Candidate ID	Engagement Start Date	Engagement Through Date	Avg Eval Score	Eval Score Desc
CF Consulting	Brooks, Jonathan	4885	2003/05/01	2003/11/01		
	Kane, Paul	4876	2003/04/30	2003/12/31		
	Schram, Kim	4774	2003/04/14	2003/12/31		
	Smith, Jane	4875	2003/05/01	2003/05/09		

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Software Support Quality

From the CWOPA-wide perspective, the quality metrics of this RFP are the beginning point for effective measurements, and over the five-year term of contract we suggest the true measure of quality is the work accomplished and the intrinsic quality of that work itself. From an industry best-practices standpoint, both are measurable and available as components for the SLA in subsequent contract years.

We present several ideas for improving quality in our discussion of value-added services (Question 38, page 120).

Attachment B – Technical Questionnaire

23. Background checks are required for all resources working at Commonwealth sites and with Commonwealth information as stated in Section II-4.18 of the RFP document. Is the contractor able to comply with this requirement? What, if any, additional background checks or other screenings does its pool of resources go through prior to placement? How will the contractor handle situations where agencies require more stringent background checks?

We have followed Commonwealth policy (I-series ITBs: *Security, Privacy, & Business Continuity Planning, I.1.6. Minimum Contractor/Vendor Background Checks Policy*) in the past for all background checks, including both the procedures documented in RFP section *II-4.16 Background Check Requirements* and additional security checks required by agencies such as the Pennsylvania State Police (PSP). We acknowledge requirements to follow both CWOPA and agency-specific requirements for background checks of all resources working under this contract. We will record agency-specific requirements for more stringent background checks in our online tool as part of the requisition.

We will also assume the cost for reasonable additional background screening required for this contract. For example, for some clients, we have used www.hirecheck.com to conduct background screenings based on the social security number (SSN) of the candidate. The accompanying table shows screening available from this firm.

Product/Service	Description	Average Turnaround
Criminal Record Search	Reports criminal records (felonies and/or misdemeanors) from individual county courts, multiple-county metro areas, state repositories, or federal courts, as requested	County criminal: 2 days Statewide: 1 day to 4 weeks Federal criminal: 3-4 days International: Varies by country
NationScan Criminal Index	This search provides access to felony and misdemeanor convictions within certain jurisdictions in 41 states and sex offender information from 39 states	30 minutes or less in most cases (some exceptions apply when certain information must be verified)
Social Security Number	May reveal card holder name; current and former addresses; if, when, and where issued; age or year of birth; past and current employers, if available	Standard service: 4 hours Express service: 15 minutes
Credit Report	Shows applicant's debt load, payment history, public record information (liens, judgments, bankruptcies), addresses, and past and current employers	Standard service: 4 hours Express service: 15 minutes
Motor Vehicle Report	Provides driving records from the Department of Motor Vehicles http://www.fadv.com/hirecheck/products_services/products_services.html - top#top	Generally 1-2 days, may take longer due to state-mandated procedures
Prior Employment Verification	Confirms employment, dates, position, job performance, and rehire status, if available	1-3 days
Workport	Gives employers background information about applicants over the Internet. This includes work history, records and public records data	Immediate http://www.fadv.com/hirecheck/products_services/products_services.html - top#top

Attachment B – Technical Questionnaire

Product/Service	Description	Average Turnaround
Educational Verification	Confirms that the subject attended the institution as reported, number of years attended, and precise degree received	1-3 days http://www.fadv.com/hirecheck/products_services/products_services.html - top#top
Professional License Verification	Shows accuracy of applicant's license, status, date of issue, renewal and expiration dates, and any disciplinary action	1-3 days http://www.fadv.com/hirecheck/products_services/products_services.html - top#top
FAA License Verification	Confirmation of a pilot's license status and rating with the Federal Aviation Administration (FAA)	1-3 days
FCC License Verification	Confirmation of an applicant's communications license status and rating with the Federal Communications Commission (FCC)	1-3 days
Medicaid Sanctions Search	Identifies individuals sanctioned for crimes committed in association with certain state- or government-funded agencies	1 day
Child or Elder Abuse Registry Searches	Verifies whether or not an individual has been charged with child or elder/adult abuse in a selected state	Child abuse checks: 2-3 weeks Elder abuse checks: 1 day to 2 weeks
Reference Checks	Provides insight into the applicant's personality, abilities, and performance through conversation with provided individuals who are personally or professionally affiliated	N/A
Substance Abuse Screening Services	Screening for the Following Substances Amphetamines, Cocaine, Opiates, Marijuana, Phencyclidine, Alcohol, Other	N/A
HireApp	Provides electronically complete and legible applicant data and eliminates the manual process of distributing and collecting an application just prior to an interview	N/A
Canadian National Criminal Search	Reports criminal records (felonies and/or misdemeanors) as well as pending charges and outstanding warrants from all provinces and territories through the Canadian Police Information Centre database	2 to 3 days

Attachment B – Technical Questionnaire

24. Sometimes it may become necessary for a resource to leave a Commonwealth work site prior to the work being completed. In these instances, the Commonwealth normally requires that a period of overlap between the replacement resource and the exiting resource take place to ensure adequate knowledge transfer to the replacement resource. Explain how the contractor would manage this.

Wherever feasible, we will provide a five-day staffing overlap, with no charge to the agency. This will ensure continuity of intellectual capital to the agency.

We will also respond to requests for replacement using our urgent-requisition SLA. In extreme cases, e.g. death or other abrupt unplanned departures, we will work with the agency to provide continuity of service with minimal loss of intellectual capital.

25. The Commonwealth has developed a set of minimum Service Level Agreements that the contractor will need to agree to meet, or exceed, in order to be in good standing on the contract. Review Attachment N – Service Level Agreements, and describe your plan to ensure you meet these SLA measures. If you are willing to commit to exceeding the level of one or more SLA's, list which ones and give your desired target. Describe why the contractor thinks it can meet this higher target, and give examples of how the contractor has met these targets in the past.
The text of our response to this question appears verbatim in the individual teaming agreements we have signed with our subcontractors.

We have historically placed candidates quickly and effectively by understanding the technology of our clients, getting advance notice of upcoming needs and pro-actively building a pipeline of pre-qualified resources. By having an extensive network of partners, this performance can be replicated for CWOPA.

The accompanying table, extracted from the RFP, highlights the specific metrics where we propose to exceed the SLA metrics proposed by DGS. We discuss each metric and its function within our commitments to CWOPA and to/from our subcontractors in the text that follows the table.

Performance Metric	Contractor Goal	Performance Target	Description	Calculation	Frequency of Review
Requisition Confirmation Response Time	Instantaneous	92% or higher	Measures average response time from receipt of request to confirmation of request receipt.	Number of requisitions which received confirmation within four hours / total number of requisitions	Monthly
Resume Submittal Response time	3 business days	92% or higher	Measures average response time from receipt of request to delivery of first candidate's resume	Number of requisitions which received first batch of resumes for review within 72 hours / total number of requisitions	Monthly
Normal Fill Rate	N/A	92% or higher	Measures contractor's ability to satisfactorily fulfill requisitions: Indicates how many requisitions are open	Total number of filled positions at month end / total number of requisitions which have been in place more than two weeks	Monthly

Attachment B – Technical Questionnaire

Performance Metric	Contractor Goal	Performance Target	Description	Calculation	Frequency of Review
Normal Round Fill Rate	N/A	80% or higher	Measures contractor's ability to satisfactorily fulfill requisitions within first round of resumes submitted to requestor (normal requisitions)	Total number of filled positions resulting from the first round of resumes / total number of requisitions filled	Monthly
Urgent Flagged Submittal Response Time	2 business days	92% or higher	Measures average response time from receipt of URGENT request to delivery of first candidate's resume	Number of URGENT requisitions which received first batch of resumes for review within 24 hours / total number of URGENT requisitions	Monthly
Urgent Fill Rate	N/A	92% or higher	Measures contractor's ability to fulfill requisitions: Indicates how many requisitions are open	Total number of URGENT filled positions at month end / total number of requisitions which have been in place more than two weeks	Monthly
Urgent Round 1 Fill Rate	N/A	90% or higher	Measures contractor's ability to fulfill requisitions within first round of resumes submitted to requestor (urgent requisitions)	Total number of URGENT filled positions resulting from the first round of resumes / total number of requisitions filled	Monthly
Attrition Rate	N/A	8% or lower	Measures resource turnover due to unplanned situations which are not caused by CWOPA, not including inadequate performance, death, serious illness, etc.	Number of unplanned turnovers / total number of resources	Monthly
Performance Removal	N/A	5% or lower	Measures resource turnover due to inadequate resource performance	Number of turnovers (due to inadequate performance) / total number of resources	Monthly
Offering Opportunity to the Network	N/A	80% or higher	Measure of how many resource resumes, provided to CWOPA after requisition, are from the contractor's subcontractor network.	Total number of resumes provided to CWOPA from subcontractor resource pools / total number of resumes provided to CWOPA	Monthly
Usage of Network	N/A	75% or higher	Measure of how many subcontractor resources are selected by CWOPA	Number of subcontractor resources selected within period / Total number of resources selected within period	Monthly
Customer Service Survey Results	Monthly survey of the satisfaction of the agency requestor with the resource(s) placed at that agency by the contractor. Survey will highlight positive and negative points about the contractor's processes and resources in order to identify areas for improvement. CWOPA Contract Manager will review and include overall results as part of the scorecard.				

SLA Metrics

The following narrative restates our understanding of the meaning of each metric and how we intend to calculate it.

Requisition Confirmation Response Time

Because we are all working within a single hosted system, our confirmation is instantaneous: the moment the requisition is submitted, it is available in the work queue

of all suppliers whose profile and tier matches the requisition. In addition, the VMS system will generate an external email to all impacted suppliers.

We propose to exceed the RFP requirement with an SLA of 100 percent. This occurs by nature of the infrastructure and process.

To support the business intent for the metric – knowledge by impacted parties and acknowledgement on their part of an open requisition – we are requiring all subcontractors who receive an open requisition to reply to us within two hours of their intent to submit. The metric (between suppliers and CAI) thus measures the speed with which they react to a requisition, without penalizing them (within this metric) for declining to pursue an opportunity.

Resume Submittal Response Time/ Urgent Flagged Submittal Response Time

This metric measures the speed with which we reply with our first batch of resumes. We propose to set the metric as three days (normal) and two days (urgent), with 92 percent of our submissions meeting this target.

As noted in the RFP, we normally will submit multiple resumes for any specific opening, to enable CWOPA managers a maximum selection. For urgent requests, we request permission to submit individual resumes as they arrive from suppliers and pass our screening.

We propose to exceed the SLA for normal submissions by establishing a three-day window for responding to normal requests (two days for urgent requests). We accept the proposed SLA of 92 percent or higher against this benchmark.

Our suppliers are committing to the same turnaround time in providing resumes, but only for those positions for which they propose to submit. In other words, for subcontractors, their SLA to CAI is a measure of whether they respond in time to those positions for which they affirmed their intent to respond. They are not penalized (within this metric) by an inability to respond if they acknowledge lack of people/interest in their initial acknowledgement.

Normal Fill Rate/Urgent Fill Rate

This is a cumulative metric dating from the start of the contract to the period two weeks prior to month end. It measures the total number of filled positions over the life of the contract by the total number of opened positions, as of two weeks prior.

This has the effect of removing from consideration requisitions opened within the last two weeks of the month. It also is directly impacted by the CWOPA manager's ability to interview (if desired) the candidate and get approval of the purchase order within a timely fashion. We can discuss during transition whether to count the position filled (1) when the candidate begins work or (2) at some point prior to that, when the agency has affirmatively acknowledged the candidate's acceptability.

We accept the proposed SLA of 92 percent or higher for normal and urgent fill rate.

For our subcontractors, we are asking them to commit to presenting candidates for at least 50 percent of the openings about which they are notified with a performance target of responding to 80 percent of them (92 percent of urgent requests). We believe the number of suppliers responding within their 80 percent target will in turn enable us to meet our 92 percent target to CWOPA.

Normal Round 1 Fill Rate/ Urgent Round 1 Fill Rate

The intent of this metric is to measure our ability to fill a requisition with the first batch of submitted resumes. It is a subset of the prior metric (Normal Fill Rate/Urgent Fill Rate), where the numerator counts requisitions filled in the first pass only. By definition, it will lag slightly below the prior metric, because some positions will require second-round submission of candidates.

We accept the proposed Round 1 fill rate of 80 percent (normal) and 90 percent (urgent). As discussed above, this is a cumulative metric dating back to the start of the contract.

Our subcontractors impact this metric by their ability to supply qualified candidates for the positions. We are asking them to commit to responding to at least 40 percent of the requisitions directed to them, with a target of achieving 80 percent or higher.

Attrition Rate

This metric effectively measures the impact of attrition instigated by the vendor firm(s) or employee(s), with exceptions made for medical and other humanitarian reasons. Poor performance is measured separately. The metric dates to the beginning of the contract and measures the turnover of staff in open positions – generally, when a vendor resource resigns.

We accept the proposed metric of eight percent or lower over the life of the contract.

Our subcontractors influence this metric by (1) their ability to retain employees and (2) their ability to commit staff for the term of a contract. We are asking our subcontractors to consider a placement permanent for the length of the original CWOPA purchase order; renewals or extensions represent a separate requisition with a re-affirmation on the part of the subcontractor.

Performance Removal

This metric measures forcible attrition, when the individual resource is unable/unwilling to perform effectively. It measures the ability of CAI and its partners to provide effective matches with open requisitions.

We accept the proposed metric of five percent or lower.

Our subcontractors influence this metric by their ability to provide trained resources. We have asked them to commit to a two percent SLA or one position per year, whichever is greater. The reason for the “one position per year” caveat is to protect small firms. For example, a firm that has placed only 10 people will have a 10 percent removal rate if one

of its 10 placements is removed for performance reasons. In this case, we feel that one position per year is an acceptable metric.

Offering Opportunity to the Network

This metric measures the ability of our network to respond with resumes. It does not represent actual placements (see **Usage of Network**); it measures throughput of resumes against requirements. The denominator includes network resumes plus resumes obtained through the Exception Process described in RFP *Attachment L – Order Process*.

We propose to exceed the RFP requirement with an SLA of 80 percent or greater.

This metric is N/A for our subcontractors, since it measures the global effectiveness of our process. The subcontractors influence it by their ability to provide candidates.

Usage of Network

This metric measures the success of our network. The numerator is placements from within the CAI process and the denominator is those placements plus other positions filled by the Exception Process described in RFP *Attachment L – Order Process*.

The out-of-network portion of the denominator represents requisitions where (1) we were unable to fill the position with two rounds of submittals and (2) the agency was able to fill the position externally. In other words, requisitions that were cancelled/withdrawn by the agency or otherwise never filled do not count in this number.

We propose to exceed the RFP requirement with an SLA of 75 percent or higher.

Our suppliers influence this metric globally by their ability to respond with qualified candidates for the requisitions within their individual SLAs.

Customer Service Survey Results

As part of transition, we will determine the most effective way to summarize client satisfaction at the candidate level. We will also report back to our subcontractors the client satisfaction results of the surveys of the employees' performance. As discussed in our response to the SLA correlation to our software tool (Question 12, page 37), we will create a standard survey template to be used by any CWOPA agency and customized surveys for individual agencies, if appropriate. Over time, this will generate additional client satisfaction metrics for historical reporting.

SLA Summary

We are comfortable committing to the SLA required by the RFP, with the tighter metrics for four components noted above. This corresponds to our experience supporting other clients (references, Question 3, page 3). We provided specific discussion of our SLA to IMF in our discussion of the role of on-site management (Question 10, page 35), and we provide a similar discussion of productivity- and performance-based metrics for Tyco Electronics and Federal Express in our discussion of value-added services (Question 38, page 120).

We will be happy to develop an extended SLA, including re-negotiable SLA targets for Years 2 through 5 of the contract, if appropriate.

II-4.8 Location of Off-Site Work

26. The Commonwealth will likely require a group of resources to provide Data Entry services. As part of the work, the Commonwealth will require “chain of custody” reports for all documentation, as an example for off-site data capture services. Is the contractor, or its network of subcontractors, able to provide this type of reporting? If so, describe the process. If this is not a current capability, how does the contractor propose to meet these types of resource needs?

This section describes the process our subcontractors intend to follow for data entry and/or document scanning services. In broad terms, for an ongoing contract, the following steps occur:

Process Control for Data Entry/Scanning
Log receipt of documents
Assign work in batches
Count completed documents and batches
Compare receipts to completed work and verify

The narrative below uses document scanning as the larger (more all-encompassing) process; it also holds true for data entry of paper documents. The narrative addresses managing the source of input (document management) and the data entry itself.

Client Setup

In the initial stages of setup, analysis is conducted to evaluate the agency’s needs and specifications for the project. Hardware and software requirements are determined and the entire workflow is laid out. Processing queues, key fields, output formats and delivery media/methods are a few of the considerations that are reviewed and approved by the client prior to beginning the project. All instructions for the project are documented and made accessible to both the agency and the project team. When required, employee profiles on all staff involved with the project are made available to the client.

Pre-scan Processing

The next step requires that the documents be prepared for scanning. Pages are unfolded and binding materials such as staples, tape and paper clips are removed. When necessary, documents are identified and removed from their corresponding containment mechanisms, i.e. folders, binders, etc. Document order is verified and scan-ability is confirmed. Upon need, document separator sheets are inserted with associated index field information.

Scanning

All documents are scanned according to specifications necessary for optimum image conversion and quality verification. Subsequent to scanning, the quality assurance process requires that a second scan operator compare the original documents to the scanned images. If any images are found to be substandard, the documents will be subjected to a re-scan process. These re-scanned documents are again reviewed for accuracy and clarity. In addition, the team will conduct with a random inspection of images as a final point of quality assurance.

Index and Verification

After the work has been scanned, the images and indexes are processed. This is often the most time-consuming phase of the project. The time required to complete the indexing process depends upon the nature of the application and the ability to automatically extract data from documents; software includes optical character recognition (OCR), intelligent character recognition (ICR), mark-sense, bar codes, etc. Strict quality control procedures and automation of the indexing process enable the highest level of accuracy in the indexing results.

Text and Image Publishing

Images and corresponding index files are published, in the agency-specified format, to a transfer and storage media. Our network subcontractors are proficient with all types of electronic media including CD, DVD, optical platter and magnetic tape. In addition, for safety and security, they publish a duplicate/ backup copy of each original; they also store (or have the agency store) these backup copies in a fire-safe, secure area.

Online Web Storage

Our subcontractors offer online web storage and retrieval through a secure network. Documents can be accessed and searched by authorized users via the web. This option allows improved information availability and productivity and can eliminate expensive software and hardware costs.

Software Training and Support

As required, our subcontractors can provide software training to the agency. In addition, they provide 24x7 help desk support where required.

Document Destruction

Upon written approval from the agency, the subcontractor will shred original documents and provide a ‘Certificate of Destruction’ to the agency, assuring that all documents have been destroyed and that confidentiality was maintained.

27. Describe any plans the contractor may have to utilize off-shore resources to complete work. Please be aware that use of off-shore resources may go against future gubernatorial mandates, legislative action or executive orders, and preference may be given to proposals that include only on-shore resources.

We do not intend to use off-shore resources for this contract and have played an active role in lobbying CWOPA to take a “Pennsylvania-first” approach to all business. Our cost and pricing information assumes work will occur within the Commonwealth.

II-4.9 Implementation Plan

28. Describe the contractor’s plan to implement a Managed Supplier program, if it is awarded the contract. Include in the response the contractor’s plan for taking on a large volume of requests during the first phase of the contract, transferring employees from other contractors to the contractor’s internal resource pool, partnering with additional subcontractors to meet the Commonwealth’s needs, and assigning dedicated account managers to work with the Commonwealth in implementing the program.

Our approach to implementing the Managed Supplier program consists of three components: implementation of the VMS, rollout of the processes and procedures to CWOPA and rollout of processes and procedures to the supplier network.

We intend to implement the entire program within approximately nine weeks, as summarized in the accompanying Gantt chart. We understand any time invested prior to contract signing is our own business risk. Assuming receipt of a letter of intent on or about June 21, 2004, we can manually accept requisitions by July 13 and have the software customization complete and available by August 11. We have highlighted (bold face, blue) CWOPA activity in the Gantt chart.

The remainder of this narrative describes in detail the tasks involved in implementing the program.

Attachment B – Technical Questionnaire

ID	WBS	Task Name	Duration	Start	Finish	July					August				
						6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	
1	1	CWOPA Staff Augmentation Implementation	304 hrs	Mon 6/21/04	Wed 8/11/04										
2	1.1	DGS Letter of Intent	0 days	Mon 6/21/04	Mon 6/21/04										
3	1.2	On-Site Kick Off Meeting	8 hrs	Mon 6/21/04	Mon 6/21/04										
4	1.2.1	Team Intro	0.5 hrs	Mon 6/21/04	Mon 6/21/04										
5	1.2.2	Project Review	3 hrs	Mon 6/21/04	Mon 6/21/04										
6	1.2.3	Train Project Team	4 hrs	Mon 6/21/04	Mon 6/21/04										
7	1.2.4	Distribute Material	0.5 hrs	Mon 6/21/04	Mon 6/21/04										
8	1.3	Implement Communication Plan	28 hrs	Tue 6/22/04	Fri 6/25/04										
9	1.3.1	Contact Media	4 hrs	Tue 6/22/04	Tue 6/22/04										
10	1.3.2	Distribute Info to Supplier Network	4 hrs	Tue 6/22/04	Tue 6/22/04										
11	1.3.3	Supplier Network Kickoff Meeting	8 hrs	Wed 6/23/04	Wed 6/23/04										
12	1.3.4	Distribute Info to CWOPA Organizations	4 hrs	Thu 6/24/04	Thu 6/24/04										
13	1.3.5	CWOPA Kickoff Meeting	8 hrs	Thu 6/24/04	Fri 6/25/04										
14	1.4	VMS Data Gathering	80 hrs	Fri 6/25/04	Fri 7/9/04										
15	1.4.1	Update Supplier Info	32 hrs	Fri 6/25/04	Thu 7/1/04										
16	1.4.2	Suppliers/Vendors	16 hrs	Thu 7/1/04	Mon 7/5/04										
17	1.4.3	Requirement/Job Classes	8 hrs	Mon 7/5/04	Tue 7/6/04										
18	1.4.4	Requirement Template Information	8 hrs	Mon 7/5/04	Tue 7/6/04										
19	1.4.5	Users	8 hrs	Mon 7/5/04	Tue 7/6/04										
20	1.4.6	Projects/Cost Centers	8 hrs	Mon 7/5/04	Tue 7/6/04										
21	1.4.7	Locations	4 hrs	Mon 7/5/04	Mon 7/5/04										
22	1.4.8	Current Engaged Contractors	24 hrs	Tue 7/6/04	Fri 7/9/04										
23	1.5	Requirements Review and Sign Off	16 hrs	Fri 7/9/04	Tue 7/13/04										
24	1.5.1	Present Requirements to CWOPA	4 hrs	Fri 7/9/04	Fri 7/9/04										
25	1.5.2	Approve Requirements	0 hrs	Mon 7/12/04	Mon 7/12/04										
26	1.5.3	Draft & Distribute Supplier Process and Proc	4 hrs	Mon 7/12/04	Mon 7/12/04										
27	1.5.4	Draft & Distribute CWOPA Process and Proc	4 hrs	Tue 7/13/04	Tue 7/13/04										
28	1.6	Accept Manual Requisitions	0 hrs	Tue 7/13/04	Tue 7/13/04										
29	1.7	Transition Existing Positions	120 hrs	Tue 7/13/04	Tue 8/3/04										
30	1.8	Peopleclick VMS Setup	88 hrs	Tue 7/13/04	Wed 7/28/04										
31	1.8.1	Organization Creation	8 hrs	Tue 7/13/04	Wed 7/14/04										
32	1.8.2	Region Creation	4 hrs	Wed 7/14/04	Wed 7/14/04										
33	1.8.3	Client Configuration	16 hrs	Thu 7/15/04	Fri 7/16/04										
34	1.8.4	Load of users, classes, projects, locations	16 hrs	Thu 7/15/04	Fri 7/16/04										
35	1.8.5	Creating Vendor Organizations	16 hrs	Thu 7/15/04	Fri 7/16/04										
36	1.8.6	Configuring Vendor Organizations	16 hrs	Mon 7/19/04	Tue 7/20/04										
37	1.8.7	Adding current engaged contractors	16 hrs	Wed 7/21/04	Thu 7/22/04										
38	1.8.8	Creating templates	16 hrs	Fri 7/23/04	Mon 7/26/04										
39	1.8.9	Loading email configurations	4 hrs	Tue 7/27/04	Tue 7/27/04										
40	1.8.10	Test Configuration	8 hrs	Tue 7/27/04	Wed 7/28/04										
41	1.9	Peopleclick VMS Training	68 hrs	Wed 7/28/04	Mon 8/9/04										
42	1.9.1	Client System Administrators	8 hrs	Wed 7/28/04	Thu 7/29/04										
43	1.9.2	Web Report Writers	8 hrs	Thu 7/29/04	Fri 7/30/04										
44	1.9.3	Supplier Response & Time Entry Training	24 hrs	Fri 7/30/04	Wed 8/4/04										
45	1.9.3.1	Supplier VMS Training Session 1	8 hrs	Fri 7/30/04	Mon 8/2/04										
46	1.9.3.2	Supplier VMS Training Session 2	8 hrs	Mon 8/2/04	Tue 8/3/04										
47	1.9.3.3	Supplier VMS Training Session 3	8 hrs	Tue 8/3/04	Wed 8/4/04										
48	1.9.4	Account Team Users	16 hrs	Wed 8/4/04	Fri 8/6/04										
49	1.9.4.1	On-site Manager VMS Training	8 hrs	Wed 8/4/04	Thu 8/5/04										
50	1.9.4.2	Account Manager VMS Training	8 hrs	Thu 8/5/04	Fri 8/6/04										
51	1.9.5	CWOPA Users	12 hrs	Fri 8/6/04	Mon 8/9/04										
52	1.9.5.1	CWOPA VMS Training Session 1	4 hrs	Fri 8/6/04	Fri 8/6/04										
53	1.9.5.2	CWOPA VMS Training Session 2	4 hrs	Mon 8/9/04	Mon 8/9/04										
54	1.9.5.3	CWOPA VMS Training Session 3	4 hrs	Mon 8/9/04	Mon 8/9/04										
55	1.10	Login Notification	8 hrs	Tue 8/10/04	Tue 8/10/04										
56	1.11	Transition to VMS	8 hrs	Wed 8/11/04	Wed 8/11/04										
57	1.12	Accept VMS Operational	0 hrs	Wed 8/11/04	Wed 8/11/04										

On-Site Kick-Off Meeting

Upon notification of intent to award, we will schedule a kick-off meeting with DGS and CAI project team personnel. We will distribute relevant project information including an updated implementation plan and updated Gantt chart.

Implement Communication Plan

Our project manager will develop and distribute a communication plan. We recommend DGS and CAI jointly notify media (news and print) as well as update appropriate web sites. We will also notify our vendor network. We will schedule kick-off meetings with our vendor network and CWOPA personnel announcing specific and relevant contract terms and conditions as well as the approved implementation plan from the previous task.

VMS Data Gathering

The purpose of this task is to gather the information required to implement the VMS, e.g.:

- ◆ Update Supplier Info
- ◆ Suppliers/Vendors
- ◆ Requirement/Job Classes
- ◆ Requirement Template Information
- ◆ Users
- ◆ Projects/Cost Centers
- ◆ Locations
- ◆ Current Engaged Contractors

In addition to serving as a communications medium and process control, our VMS tool maintains metrics on all requisitions, vendors and placements; the product includes more than 800 discrete data elements available for query. As part of transition, we will designate the specific reports that DGS, including the Bureau of Minority and Woman Business Opportunities (BMWBO) will need to monitor the contract. We will also use the tool and related accounting information to document payments to Disadvantaged firms.

As part of implementation, we will ask our CWOPA liaison(s) to review and assign the various users and their roles and responsibilities in the process.

Requirements Review and Sign Off

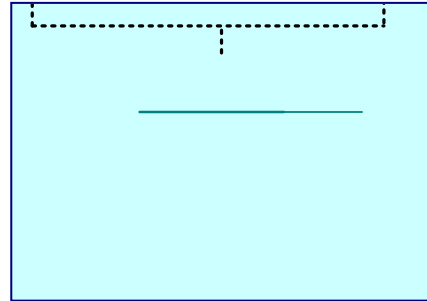
This task includes the presentation and acceptance by DGS of the data gathered in the previous task as well as the vendor supplier and CWOPA personnel processes and procedures documents.

Accept Manual Requisitions Milestone

At this point in the implementation, approximately July 13, 2004, we will begin accepting requisitions for positions, using email and Microsoft Office tools. As noted in the RFP, SLAs are not in effect for the first 90 days. Our plan calls for the VMS tool to be fully operational within that time frame.

Transition Existing Positions

Submittal and processing of manual requisitions will be covered in the documented processes and procedures noted above. At this time in the implementation, we will begin accepting and processing requisitions including the transition of existing personnel from current contractors into the vendor network. This may include accepting the contractor into the network or transitioning the position to another vendor already in the network. We will make every attempt to successfully negotiate a smooth transition of these existing employees. As noted on our organization chart (Question 4, page 9), we are deliberately overstaffing at this point to ensure a smooth transition. Michael Aloupis performed a similar role for our New York DTF client (references, Question 3, page 3) and will be invaluable in assisting in Harrisburg.



Peopleclick VMS Setup

Using the information gathered previously, our team will setup the Peopleclick VMS product. This includes the following: establishing the organizations, creating the region (a Peopleclick term for an instance of the product) and configuring the CWOPA information, referred to as “client;” loading the definition of the various users and their security roles; and creating and configuring the vendor organizations, including adding existing contractors that enter the network. This includes the development of the various tiers used to forward requisitions to the partners based on predefined criteria such as area, skill and business type. We will load email configurations for CWOPA, CAI and vendor personnel. Finally, we will test the configuration.

Peopleclick VMS Training

During this task, we will train all the participating organizations. We will train our VMS system administrators and web report writers. We will train the supplier network on how to respond to requisitions and how their personnel are to enter time (and expenses, if any). We will train our on-site and account managers in receiving, reviewing and approving requisitions and resume submittals. They will also be trained on the use of the web reporting tool for reviewing the existing and developing ad-hoc quires to respond to user request for information. Finally, we will train CWOPA users on submitting, tracking and approval of their requisitions.

Login Notification

Upon successful completion of the training, we will email login notifications to all users.

Transition to VMS

We will transition to the Peopleclick VMS tool for all open and future requisitions.

Accept VMS Operational

DGS will formally accept the VMS implementation at this point.

Attachment B – Technical Questionnaire

29. Describe the plan for completing knowledge transfer for new resources replacing previous resources.

We have successfully completed knowledge transfer of entire applications over the past 20 years as part of our Managed Maintenance practice, where we assume full control – and guarantee SLAs – for entire business systems. This narrative summarizes the larger process, then focuses the response on issues specific to resource replacement. We also present related information on Managed Maintenance in our discussion of value-added services (Question 38, page 120).

We evaluate the components of “knowledge” according to multiple dimensions, as summarized in the accompanying table.

Dimension	Attribute	Discussion
Knowledge Classifications	Organization Information	People, departments and business functions must be identified in addition to the IT organizational structure to provide the new resource with insight into the relationships and responsibilities of the client organization. This includes a review of the business functions of the client organization and processes for interfacing with business organizations and other IT organizations such as email policies, vacation schedules, etc.
	Technical Information	Specific information about the computer hardware, operating system software, the development and test environment, tools, access security and client processes required to maintain the application must be identified and documented.
	Application Information	General information about the application such as the business purpose, system functions, interfaces, schedules and special processing requirements provides insight into the purpose of the application and its interfaces. We also conduct a historical review of past problems or enhancements to determine the reliability and stability of the application.
	Application Component Detail	Our experience indicates that most of the required support affects less than 20% of the application components. In order to effectively support an application, it is important to have insight into the 20%, but it is not necessary to review every component.
Knowledge Documentation	Process Documentation	When transferring entire teams, we normally document support processes in a <i>Team Process Guide</i> using standard templates. When using Tracer® (Question 38, page 120), we also update Tracer's online process descriptions to reflect the client's requirements. This documentation is used to train support resources and also to conduct QA checks to ensure processes are being followed.
	Application Documentation	We normally document application information using standard CAI templates during transition. This documentation does not include specification level detail. Our experience indicates that detailed specifications are essential when developing applications, but they are rarely maintained when changes occur so their value is limited for a support team.
Knowledge Sources	Application Documentation	If application documentation is available, it typically contains specification level detail that has not been maintained. We use this information to obtain an overview of application functions. Where appropriate, we compare specifications to code.
	Operations Documentation	If available, operations documentation provides a good source for scheduling and restart/recovery information.
	Interviews with SMEs	In order to minimize disruptions, we utilize a structured interview approach in order to collect meaningful information in the shortest period of time.
	Analysis and Research	Our analysts will research source code in order to resolve conflicting information that is viewed as critical.

Attachment B – Technical Questionnaire

Dimension	Attribute	Discussion
Knowledge Transfer Issues	Unavailable or Inaccurate Documentation	This is a common problem. We combine a review of documentation with subject matter expert (SME) interviews and research in order to determine the accuracy and usability of documentation. We create application overview documentation using CAI standard templates to ensure consistency and facilitate cross-training efforts.
	Unavailable or uncooperative Subject Matter Experts	We have accepted responsibility for applications where there was not knowledgeable resource or the knowledgeable resource would not cooperate with the transition. This situation requires additional analysis and research in order to obtain the required information.
	Limited availability of SMEs	During transition, the existing support staff is busy supporting the applications. It is unreasonable to demand a large percentage of their time to assist with Knowledge Transfer. Our approach utilizes a highly structured interview process designed to minimize the amount of time required from existing staff.

The prior discussion focuses on knowledge transfer between two people. Emergencies may occur, e.g. death or other abrupt departure, that prevent knowledge transfer from occurring. We will work with the impacted agency to ensure appropriate knowledge transfer occurs, to the largest extent possible.

In terms of the logistics of replacing large numbers of current contractor positions with new people, as envisioned under the current RFP, we will work with the agencies to ensure an orderly transition. We assume a number of positions are ending at the end of the current fiscal year, and some positions will be vacant for a period of time. In this case, our transition will be directly with CWOPA staff to attain clear understanding of the software. In other cases, where incumbent contractors are available, we will conduct the structured interviews discussed above and ensure an orderly transfer of knowledge. The accompanying checklist shows how we control an application knowledge transfer.

CAI		Application Knowledge Transfer Check List		TR01t	
Computer Aid, Inc.				Client Name	
Current Analyst: _____		Transition Analyst: _____			
Application: _____		Transition Date: _____			
Completed	Knowledge Area	Estimated Hours	(Team Leader's Initials)	Next Sched.	
✓			Approved	Not Approved	Trans. Date
	SYSTEM TASKS				
<input type="checkbox"/>	1. Application Overview (Including Context Diagram - Level Zero Context DFD)				
<input type="checkbox"/>	2. Online Navigation (Screen Flows)				
<input type="checkbox"/>	3. Batch Job Flows/Processing Schedules				
<input type="checkbox"/>	4. Application Design Review (Including Level One DFD)				
<input type="checkbox"/>	5. Application Special Processing Routines				
<input type="checkbox"/>	6. External Interfaces				
	PROGRAM TASKS				
<input type="checkbox"/>	7. Application Programs Inventory				
<input type="checkbox"/>	8. Heavily Used/Complex/Critical Programs				
<input type="checkbox"/>	9. Database Files and Elements				
<input type="checkbox"/>	10. Report Formats and Distribution				
<input type="checkbox"/>	11. Business, Functional, & Program Specs				
	ABENDS/AFTER-HOURS TASKS				
<input type="checkbox"/>	12. Failure History				
<input type="checkbox"/>	13. Document Trouble Areas				
<input type="checkbox"/>	14. Troubleshooting Utilities & Programs				
<input type="checkbox"/>	15. After-Hours Support				
	MISCELLANEOUS TASKS				
<input type="checkbox"/>	16. Production Group/Account Access Security				
<input type="checkbox"/>	17. WR Current Open Backlog and History				
	COMMON TASKS				
<input type="checkbox"/>	18. Library Environment				
<input type="checkbox"/>	19. MIS Organization				
<input type="checkbox"/>	20. Organizations, Locations, and User Contacts				
<input type="checkbox"/>	21. Backup/Recovery Procedures				
<input type="checkbox"/>	22. Client Application Coding Standards				

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30. Provide examples of other clients where the contractor has implemented a program similar to the Commonwealth's desired program, including best practices and lessons learned from those experiences which will help the contractor provide the best service possible to the Commonwealth.

We provided three specific examples with our client references (Question 3, page 3); we also used IMF as a model for the role of on-site manager (Question 10, page 35). This narrative summarizes best practices and lessons learned.

Communications is critical. In this case, we will need support from DGS to ensure all agencies follow the new process. We will be responsible for tool customization and assisting in training the key CWOPA personnel who will use it; we will also provide online documentation describing the tool and its use within the current contract. This was a critical success factor with our engagement at ETS.

People management is also important. We want the CWOPA agency to be able to focus on the business and policy issues at hand without having to perform people-management issues (vacation, sick days, etc.). This was an important aspect of our success at IMF and will be a large part of our on-site management approach to this contract. Every person placed under this contract will have a CWOPA manager for technical/business issues, and a designated manager from the CAI team for personal issues. Our on-site managers play an important role in managing client expectations, our on-site staff and the ultimate SLA.

Commitment by CWOPA agencies has a direct impact on our SLA. We will work cooperatively with all Commonwealth clients, but we also need the CWOPA managers to respond to submitted resumes with an appropriate sense of urgency. This was a primary lesson learned at New York DTF. In addition to the SLAs of this contract, the tool also measures the time lag between submission and approval/rejection of candidates. Additional lessons learned in New York:

- ◆ Poor vendor performance is generally related to the quality of the staff, not the speed of the response
- ◆ Incumbent staff are replaceable, and well qualified newcomers tend to outperform the people they are replacing²
- ◆ Some resources leverage their incumbency to demand artificially high salaries
- ◆ The job market is currently rising, even since November 2003³

² Productivity of the 90th percentile is four times higher than that of the 15th percentile (Question 38, page 120)

³ Commonwealth revenue is up year to date (Question 7, page 21). Our Pennsylvania salaries are March and April 2004 (Question 8, page 22) and we are accepting risk associated with higher wages over the two-year contract period.

II-4.10 Web-Based Tool

31. The Commonwealth is looking for a contractor who is able to provide a hosted web-based tool which will contain an ordering form, customized to Commonwealth standard job titles, levels, and required free-form fields, requisition status, time reporting, project-, company- and enterprise-wide reporting capabilities, and current resource pool details. Describe the contractor’s web-based tool, and how it will enable Commonwealth buyers and project managers to better manage the future IT Contract Services program. Describe the functionalities of the web-based tool that the contractor will demonstrate to Commonwealth personnel, should the contractor be chosen as a finalist or awarded the contract, if required.

Voted 2002 “Product of the Year” by *HR Executive*, Peopleclick VMS provides for total vendor management. Clients include major firms such as Cingular Wireless, Siemens, Ralston Purina, U.S. Bank and Carlson Companies. This section summarizes the technical and functional information, with additional supporting information in **Appendix C: Peopleclick VMS**. The accompanying table from the appendix describes each discrete document:

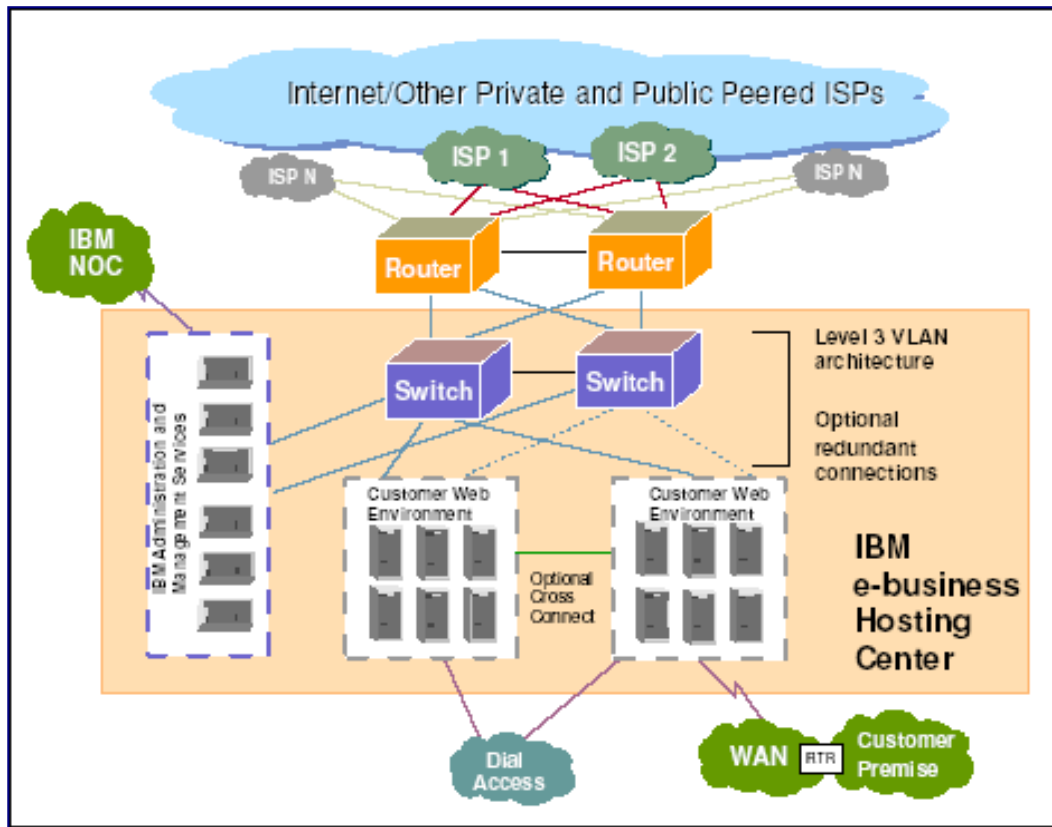
Title	Description
Peopleclick VMS Application Overview	Detailed summary of the VMS application process and functions
Peopleclick VMS Overview	Executive-level overview of the VMS application functions
Peopleclick VMS Reports	Details of the VMS reporting functions, including screen captures and a list and description of standard reports. We have also summarized relevant information in our response to Question 34, page 110.
Peopleclick VMS Technology Overview	Description of the architecture used to develop and deploy the application, as well as application security features
Peopleclick Data Center	Description of the IBM hosting solution, including the facility, application architecture, security, network and managed hosting information
Data Center Recovery Plan Executive Summary	An executive summary of the data center recovery plan which includes the risk assessment and disaster recovery timeline. This document is considered proprietary.
VMS Implementation Guide	A sample of the tasks and assignments required to implement the VMS application. It includes a description of project team roles and responsibilities and a sample kick-off agenda.
Peopleclick HR-XML Press Release	Press release announcing Peopleclick certification from the HR-XML Consortium and its use of open data exchange standards developed by the Consortium

We would welcome an invitation to demonstrate the software to the evaluation committee. The narrative that follows summarizes the functionality of the tool, with discussion of how we will use it for the contract.

Infrastructure

Peopleclick VMS is a web-services solution. Peopleclick hosts and maintains all the hardware and software for the application, in a world-class data center. Users will need internet access and a supported Web Browser. For the application, these are Internet Explorer (IE) 5.0 and above, or Netscape 4.7 and above. The web reporting functionality requires IE 5.0 or higher.

Peopleclick VMS is hosted from an IBM data center in Atlanta, accessible on a 24x7 basis to CWOPA managers and the entire subcontractor network; the topology is summarized in the accompanying chart.

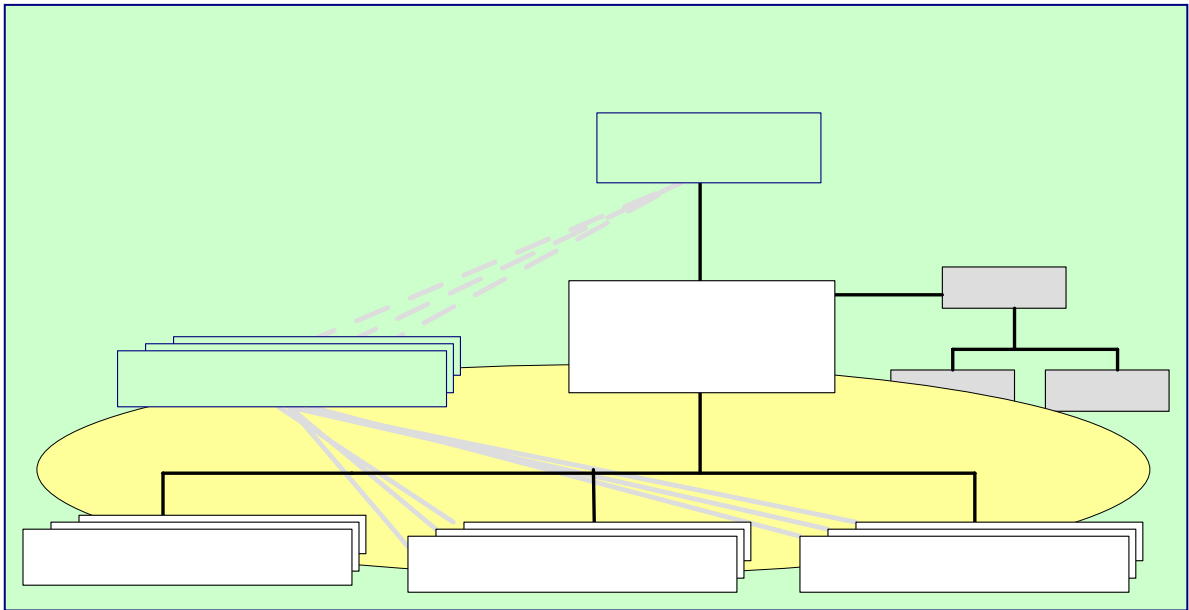


The hosted environment includes a 100 Mbps/Gpbs switched Ethernet network, multiple secured network zones, used of hosted-based firewall policies within the networks and redundant network devices. We will follow requirements of information technology bulletin (ITB) 1.1.4. *Minimum Standards for User IDs & Passwords* for the software. We will discuss specific technical requirements with DGS as part of transition.

The software itself is built on core Microsoft technologies and uses XML throughout the logical tiers of the application. As part of our transition, we will customize various fields for online data entry and data reporting, as required for this contract. This includes the job title, skill level and other matrix information directly related to the RFP. It also includes CWOPA-specific requirements data requirements we will identify during the transition period (Question 28, page 93). Even though integration with ImaginePA is

excluded from the current procurement (Q&A response 66), we assume requirements to store PO and other SAP information in the database.

The software will serve as a total vendor management system. From the onset, it will enable business-to-business integration because all parties are using the same hosted software; as part of implementation we will interface it directly to our own accounting systems; and over time it will interface electronically with Commonwealth accounting systems. This is the true ability to allow CWOPA buyers and project managers to better manage the future program.



The hosted solution has a complete disaster recovery plan, developed jointly between Peopleclick and IBM ([Appendix C: Peopleclick VMS](#), page C-39). It is appropriately robust to meet CWOPA standards for continuity of government. In a catastrophic event, we could manage the program with other internal systems in a reduced functionality mode.

Functionality

The accompanying chart summarizes the relationship of multiple vendors within an intricate supplier network; we intend to allow multiple vendors access to the software to enable greatest response to CWOPA. As shown in the diagram, CWOPA is the CLIENT, CAI is the managed service provider (MSP) and our network of subcontractors represents the chains of suppliers. We will



CWOPA

Attachment B – Technical Questionnaire

ensure that various users of the software have access only to the data for which they have appropriate authorization. The accompanying table summarizes application functions:

Functional Area	Detailed Functional Capabilities
Order Entry (by agency staff)	Simplified on-line job requisitions, based on RFP labor categories
	Detailed skill requirements
	Hierarchical job classifications, if needed
	Multi-level or single level approval workflows, depending on CWOPA requirements
	Automated and tiered distribution to suppliers
Order Fulfillment (by CAI and our network)	Automated supplier notifications of new requisitions, based on our teaming arrangements with multiple suppliers
	Supplier matching to specific skill requirements; see our discussion of the skills match table, below
	Electronic attachment and resume submittals
	Submitted candidate statuses and tracking for both agencies and suppliers
	Duplicate candidate flagging
	Interview requests and online discussion threads
	Rejection and selection justification back to suppliers
	Electronic supplier sign-off (acceptance) on final engagement details
Engagement tracking and administration (input by multiple vendor resources; tracking and monitoring by CAI)	Tracking of all current and historical engagement information
	Automated in- and outbound logistics tracking and management
	Configurable performance evaluation forms with advanced scheduling
	Project tracking and resource management
	Cost management by engagement, project, job class, etc.
	Automated change approvals on ending dates
	Online timesheets for staff (and expense reports, if applicable)
	Fully web-enabled software, requiring minimal training for usage
Time Tracking and Reporting (agencies, DGS, CAI and vendor network)	Timesheets shared by agencies AND suppliers
	Timesheets viewable by both agencies and suppliers
	Candidate timesheets across multiple agencies
	Streamlined approvals and workflows
	Individual and consolidated group approvals
	Direct interface to CAI accounting systems
	Eliminated reconciliation and streamlines billing
Reporting and Analysis (agencies, DGS, CAI and vendor network)	User-friendly web-based reporting
	Ad-hoc reporting capability
	Historical trend analysis and up-to-date business intelligence
	Multiple report types, charges, pivot tables and displays
	Export to Microsoft Excel and/or Word

Using a single tool for entering, fulfilling and tracking requisitions will provide enormous economies of scale, including consistent time reporting across all agencies and standardized profiles of individual technical resources. This single tool concept also enables reporting and analysis from a single and consistent source. The product has 36 standard reports, discussed below in our response to Question 34 beginning on page 110.

More significantly, it has ad-hoc reporting capabilities which will enable authorized agency users to create their own custom reports.

The remaining narrative sections of this response provide representative screen images from the VMS tool, with discussion of how we will use it for the contract. Please also refer to the related discussion of workflow in our response to question 5 (page 13). We would welcome an invitation to demonstrate the complete functionality of the software to the evaluation committee, if appropriate.

Order Entry

The two accompanying screen captures depict a portion of the order entry web page. CWOPA staff will use the web page to initiate a requirement into the system. During project initiation, we will customize the order entry web pages to reflect Commonwealth standard job titles, levels and required free-form fields.

The accompanying images show the screens used to enter a requirement into the system. The global requirements are derived from templates, which we will set up during transition, based on RFP *Attachment D – Job Titles and Descriptions*, and RFP *Attachment E – Skill Category Matrix*. This enables the CWOPA manager to carry forward standard requirements for specific labor categories presented in the RFP.

The screenshot displays a web browser window with the following content:

- Browser Address Bar:** https://vms.demo.peopleclick.com/7000/7020e.asp?req_id=&cpy_req=&req_cls_id=4184&org_id=342&pageSize=&pageNo=8
- Global Candidate Requirements:**
 - College Degree: Highly desired (dropdown), 4 (input), Days (dropdown)
 - Background Check: Required (dropdown), Days (dropdown)
 - Employment History Check: Required (dropdown), Days (dropdown)
- Contact Information:**
 - Client Contact: Marc Husain (input)
 - Req. Owner: Marc Husain (input)
 - Alternate Email: (input)
 - Reports To: Marc Husain (input)
- Client Information:**
 - Work Location: Chicago (input)
 - Cost Center: (input)
 - Div/Branch: IT (input)
 - Project: (input)
 - User Defined 1: (input)
 - User Defined 2: (input)
 - User Defined 3: (input)
 - User Defined 4: (input)

Attachment B – Technical Questionnaire

As implemented, the “Titles/Roles” field will represent the job positions and levels presented in RFP Attachment D – Job Titles and Descriptions, and the Required Rate Information” will pre-populate with the hourly rates negotiated for this contract.

The screenshot shows a web browser window with the following sections:

- Requirement Details:**
 - * Title/Role: Admin Assistant
 - * No. of Openings: 1
 - * No. Filled: 0
 - * Start Date: (mm/dd/yy)
 - * End Date: (mm/dd/yy)
 - No New Submittals After: (mm/dd/yy)
 - Client Internal Req: []
 - Priority: High
 - Citizen Status: US Citizen
 - Duration: []
- Requirement Rate Information:**
 - Recommended Hourly Rate Range:
 - Hourly Low: \$15.00
 - Hourly High: \$35.00
 - Recommended Salary Range:
 - Salary Low: []
 - Salary High: []
 - Rate/Salary Description: 15.00
 - Not To Exceed Rate: \$ []
- Budget Information:**
 - * Hourly High: \$ []
 - * Current Budget: \$ [] [Budget Calculator]

The tool also allows CWOPA agency managers to input their specific requirements: the agency- or technology-specific details for a specific requisition. They will enter requisitions into the tool, including noting specific required and recommended skill sets. It will also allow them to request specific candidates by name. As we implement the program during the transition period, we assume genuine requirements for agencies to retain specific individuals with pre-existing knowledge of their

The screenshot shows a web browser window displaying a list of candidates for a requisition. The table below represents the data shown in the screenshot:

Req. Title	Req.ID / Rank	Req.Status	Candidate	CandStatus	Rate
Admin Assistant	7562	Open	Suzie Johnson	New	30.00
Summary:					
Skills: MS Excel (Req, 2 Years) (Close 2), MS Word (Req, 2 Years) (Close 2), MS Powerpoint (Nice Hav, 1 Years) (Meets 1), PBX Phone (Des, 2 Years) (Meets 2)					
Composite Score: 83%					
[Candidate Detail] [View Resume/CV] [Req. Info] [Interview] [R]					
Admin Assistant	7562	Open	John Dunn	New	26.00
Summary:					
Skills: MS Excel (Req, 2 Years) (Meets 2), MS Word (Req, 2 Years) (Exceeds), MS Powerpoint (Nice Hav, 1 Years) (Exceeds), PBX Phone (Des, 2 Years) (Close 1)					
Composite Score: 104%					
[Candidate Detail] [View Resume/CV] [Req. Info] [Interview] [R]					
Admin Assistant	7562	Open	Ann Richards	New	18.00
Summary: Ann is an extremely talented individual.					

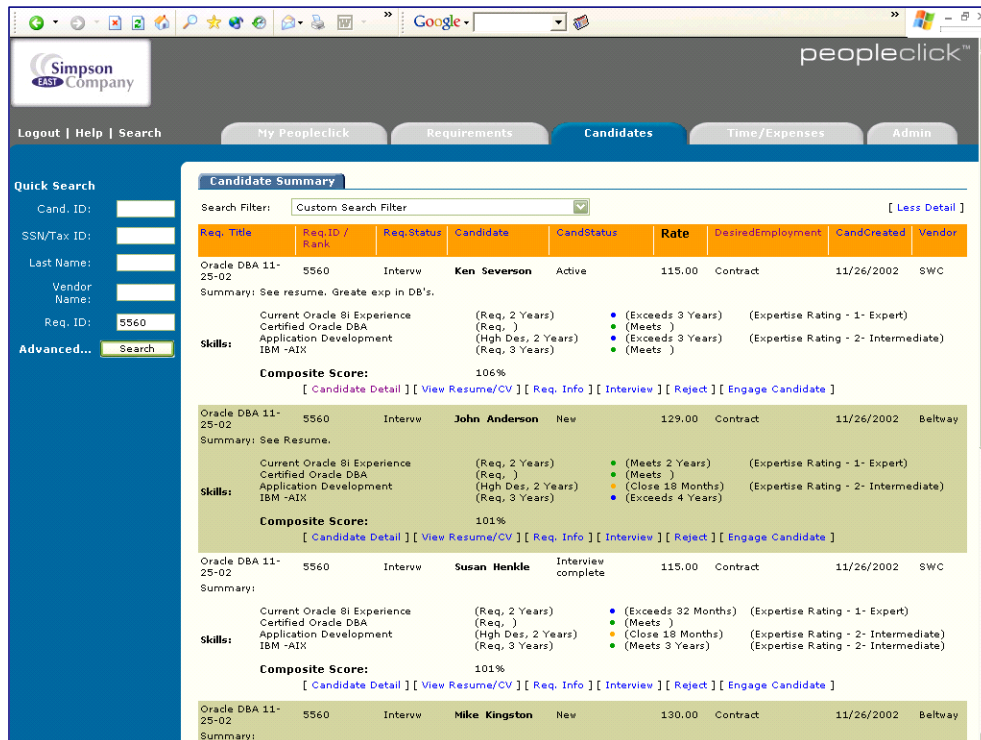
systems; where relevant, this capability will enable the agencies to request a known individual.

CAI and our subcontractor network will use the requisition to identify our strongest candidates, ensure all appropriate information – including resume, skill summary and candidate’s score – is available, and provide the information back to the agency.

Order Fulfillment

As vendors submit resumes against the requirement, the software automatically “scores” each candidate based on his/her match to the agency requirements. The submitting vendor uses the Candidate Details screen to notate whether the candidate matches item-by-item the various requirements for the position and to input their qualitative assessment of the candidate’s capabilities. Peopleclick VMS uses the vendor input and the internal skills-match table to calculate a composite score on the candidate. The rankings are based on a pre-defined weighted average that calculates scores on skills that are required, highly desired, desired, nice to have and not required.

Those scores can be presented on a single page with the other submitted candidates to allow for efficient prescreening – in this case, allowing CAI’s assigned account manager and/or on-site manager to filter submissions quickly. In addition, the software allows a snapshot, color-coded view to pre-filter candidates from display.



The accompanying image shows the Candidate Summary screen from the software. This is the summary view available to the agency managers after CAI has cleared the resumes from the vendor network. In all cases, our designated account or on-site manager will screen the candidates prior to presenting them.

Engagement Tracking/Administrative

The VMS tool supports multiple kinds of users and a multi-layered organization. Administrative functions cover the spectrum from configuration management (CAI or Peopleclick administrators responsible for system settings) to the IT employee entering his or her time in the system. This narrative describes the six kinds of administrative roles and the functions available to them. In Peopleclick terms, these are called authority levels.

Admin

"Admin" users can change configuration information for their organizations and are often referred to as system administrators. They have the ability to make additions and changes within the software, such as resetting passwords, adding users, changing settings and running reports. Admin users can access and edit every page of the application.

Our on-site managers will have admin authority for the staff working at their client agency. As new IT staff commence an assignment, they will be responsible for setting up the new resource and ensuring that he or she uses the system correctly. Their authority level for ad-hoc and other reporting will be restricted to data pertaining to users at their client agency.

Our subcontractors also have admin authority – over their own employees and requisitions in which they are participating. This gives them the ability to monitor timesheets submitted by their employees, for example, and to monitor their historical progress. For DBE firms, it will enable them to extract directly from the system a historical record of their Commonwealth billings.

Approve

This authority level is assigned to users who will approve requirements and/or engagements. Approve authority users are able to access all requirement, candidate and engagement pages in the software, but are unable to edit the client configuration pages.

Create

Create users include both CWOPA managers who are creating requisitions and vendor staff who are responding. In all cases, authority is limited to requisitions within their own organization (CWOPA) or resumes submitted by their firm (vendors). These users have the ability to create, update and view requirements and candidates, respectively. Create authority users are able to access all requirement and candidate pages, and those engagement pages that they are associated to.

Update

Update users have the ability to 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 those engagement pages that they are associated to.

View

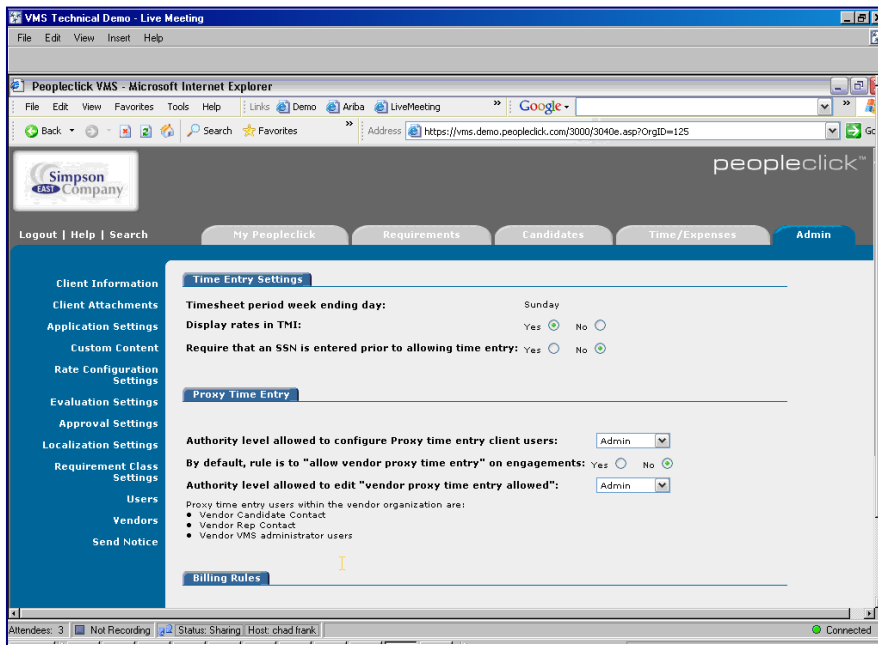
View users have the ability to view their organization's requirements and candidates. These users are typically support staff who only need to see/review the staffing information, but do not need to submit or manage data. They have access to all requirement and candidate pages, and those engagement pages that they are associated to.

Time Entry

All candidates have this authority level. Time Entry users are able to enter time against a requirement to which they are engaged.

Attachments

The accompanying screen capture depicts the document attachment functionality which can be used to include free-form text. We will use this function to post information such as business rules, processes and special time-reporting instructions to our vendor partners. This allows us to post workflow rules or other global information on the hosted web site. For example, standard rules for using the system at all CWOPA locations, with specific rules for a particular agency, can be posted. Members of the network can also post their own specific rules to employees, to enable their staff working on site to correlate time reporting in the VMS tool with any vendor-specific requirements.



32. With regard to the contractor’s web-based tool, describe its ability to provide access to information on the subcontractors utilized with this contract. Information could include: number of subcontractors, subcontractor specialties and status as a Pennsylvania-registered disadvantaged business.

We will use Peopleclick to report on SLA metrics negotiated for the contract (Question 12, page 37). This includes using it for the low-level metrics to enable us to complete accurate invoicing, time recording and reporting and providing documentation of successful completion of our commitments to Disadvantaged Businesses.

Some of this information will be available as an online, formatted screen, as shown in the accompanying image. Others will be formatted and/or ad-hoc reports, viewable online and printable as hard copy. We provide details on the reporting capabilities’ (Question 34, page 110) availability both to subcontractor vendors and to CWOPA agencies; the accompanying image is a representative sample of online information. A

Candidate Timesheet Spend by Vendor				
Vendors	Candidates	Timesheets		
Vendor Name	Candidate LFM	Timesheet End Date	Timesheet Hours	Total Timesheet Spend
A+ Vendor	Bleeker, Todd	3/31/02	45.00	2,850.00
A+ Vendor Total			45.00	2,850.00
MH Consulting	Evans, Amy	9/8/02	42.00	1,935.00
	Evans, Robert c	1/5/03	18.00	235.60
	Evans, Mike	4/28/02	40.00	3,818.00
		8/3/03	42.00	1,935.00
	Evans, Amy	12/1/02	44.00	2,092.50
		4/20/03	42.00	1,935.00
	Evans, Mike	4/7/02	40.00	3,320.00
	Evans, Robert c	12/15/02	42.00	533.20
	Richards, Ann	1/26/03	42.00	567.00
		7/7/02	43.00	1,935.00
	9/1/02	42.00	1,890.00	
	Evans, Amy	6/16/02	48.00	2,340.00
		5/19/02	42.00	1,935.00
		1/20/02	40.00	1,800.00
	Butler, Jon	10/21/01	40.00	4,085.00
		1/13/02	40.00	1,800.00

Disadvantaged Business, such as “MH Consulting,” has direct Internet access to data associated with its firm and can monitor time and dollars accumulated.

During transition, we will define the specific standard reports needed for the contract, as well as ad-hoc reports needed to drill down and/or summarize data. Please refer to further discussion in our response to Question 34, page 110.

II-4.11 Electronic Interface

33. Will the contractor be capable of receiving and processing electronic Purchase Orders from the Commonwealth’s SAP system? Please see Attachment L – SAP System Specifications for additional details. This is a future requirement that will be implemented after the contract execution date. If the contractor is currently unable to receive and process electronic PO’s, please estimate when it will have this type of functionality.

Peopleclick, Inc. is a charter and contributing member of the HR-XML Consortium, a non-profit organization dedicated to HR data exchange, with representatives on the Executive Board, and on the Recruiting and Staffing Workgroups. The Peopleclick software itself has been certified by the HR-XML Consortium and supports multiple protocols.

Based on Q&A, integration into SAP will occur at some future date. Our narrative response describes the capability of the software; under a future work order we can provide actual integration with ImaginePA using XML or other protocols.

Peopleclick and CAI internal systems are already able to immediately process electronic PO's. The Integration Manager component of Peopleclick VMS is designed to provide customers with a secure, scalable platform to integrate the software to other applications, such as back-end billing systems, ERP systems, etc. This capability allows the client to set up scheduled imports and/or exports of data. Common types of data include, but are not limited to: users, cost centers, current engagements, requirements, candidates and projects.

Delivered reports allow a customer to extract a flat file of relevant data to their systems. Many of the delivered reports contain selectable parameters such as date ranges, regions or user information. The most common use is extracting candidate information to integrate with HR systems (PeopleSoft, SAP, etc.) and/or security systems.

Our VMS contract with IMF (page 5 and page 35) interfaces between PeopleSoft and CAI's corporate accounting system. We will implement a similar electronic interface with ImaginePA at a future date.

II-4.12 Reporting

34. Describe the contractor's ability to provide standard formats, regardless of resource origination (internal, subcontractor, etc), for quotes, invoices, reports, resumes, and other requested documentation of the IT Contract Services program. The Commonwealth expects that the exact format of each of these documents will be determined after the contract has been awarded. Please provide examples of reports that the contractor typically provide to clients similar in size to the Commonwealth.

As presented in our discussion of using the tool to measure our SLA performance (Question 12, page 37) and the CWOPA-specific customization we will do during the transition (Question 28, page 93), we will configure the software to maintain the data elements needed for this contract.

Peopleclick VMS supports two methods of reporting for customers. The first is a set of 36 standard reports that are available for clients through the "delivered reports" batch applications; examples appear under the **Peopleclick VMS Reports** heading of **Appendix C: Peopleclick VMS** (pages C-13 to C-22). Ad-hoc, real-time reporting is discussed in our subsequent response (Question 35, page 113).

These standard reports are delivered to users via electronic messaging. The delivered reports support the following formats: rich text format (RTF), comma separated value (CSV), Microsoft Word (DOC) and Microsoft Excel (XLS). We have evaluated the pre-existing reports from the tool; the narrative subsections discuss targeted reports for CWOPA agencies and for our subcontractors.

CWOPA Agencies

These are the 25 standard reports likely to be used by CWOPA agencies. As noted in the RFP, the exact format of these documents will be determined after the contract has been awarded. In all cases, the reports are limited to information relevant to the particular agency. We assume DGS and OA/OIT will have access to data for all agencies.

Rpt Code	Report Name	Report Description (RTF reports)
0110	Proposed Candidates	Lists all proposed candidates for the agency
0350	Engaged Candidates History	Lists the history for all engaged candidates
0415	Roll Off Report	Lists engaged candidates near the end of their engagement time period – 45, 30 and 15 days. Useful in identifying staff whose assignment/PO is about to expire.
0910	Engaged Candidate (Average Cost by Skill Class)	Lists the skill or category class and calculates the average cost for the skill class
0912	Engaged Candidate	Calculates the average cost by calculating the hourly rate by the length of engagement and groups the information by agency and vendor
1200	Email Configuration (Notice Reasons)	Lists the notification triggers in the system
1300	Vendor Statistics Report	Lists vendor statistics by agency for a date range. Information includes new candidates, active candidates, engaged candidates, rejected candidates, etc.
Code	Report Name	Report Description (Excel)
0510	User Summary	Lists all users currently assigned to a specific agency
2000	Candidates for an agency	Lists all candidates entered for a specific agency
2001	Candidates by job categories	Lists all candidates for a specific agency with the associated job categories
2005	Candidate Engagements for an agency	Lists all candidate engagements for the specific agency
2006	Current Candidate Engagements	Lists all active candidate engagements for a specific agency – All Candidates in Engaged Status
2008	Billing Data Fields for Parent Org	Lists all Billing Data Fields by Engagement (also available in XML as 2008x)
2010	All Candidate Logistics	Lists all candidate logistical information from an engagement
2015	All Users for an agency	Lists all users for a specific client agency.
2020	All Vendors for an agency	Lists all vendors for a specific client agency
2025	All Requirements for an agency	Lists all requirements for a specific client agency
2030	All Requirement Skill Sets	Lists all requirement skill sets for a specific client agency
2035	All Candidates	Lists all candidates across all agencies
2040	All Candidate	Lists all candidate engagements for the CWOPA

Attachment B – Technical Questionnaire

Rpt Code	Report Name	Report Description (RTF reports)
	Engagements (global)	
2045	All Requirements (global)	Lists all requirements for the CWOPA
2055	Engagement Evaluations	Lists engagement evaluations by evaluation date for a date range
3000	Engaged Candidates within a Date Range	Lists all engaged candidates for a specified date range.
3010	Billing Summary	Provides a billing summary based on the billing rules and rate types entered into the system for a date range.
3015	Billing Summary – No Billing Rules	Provides a billing summary without taking into account the billing rules and rate types entered into the system.
3030	Hours per Candidate by Project Cost Center	Lists a candidate's hours for each cost center he/she has associated time against
3050	Project/Task	Lists projects and tasks for the agency
3060	Invoice Data Report	Lists all data related to time and billing that has been entered against projects by engaged candidates
5000c	Export - Client Engaged Candidate Billing Report	This is the Client Engaged Candidate Billing Report used for reconciliation of the Peopleclick Billing Report. The report will show all or any specified client organization with engagement counts by the date range specified.
8090	Export - Login Attempts Report	Lists data associated to user login activity. Receive a complete list of company user login activity during a specified period of time.
8091	Export - Locked Out Users Report	Lists data associated to user "lock-out" activity. Receive a complete list of users currently locked out of the application due to failed login attempts.

Network Subcontractor

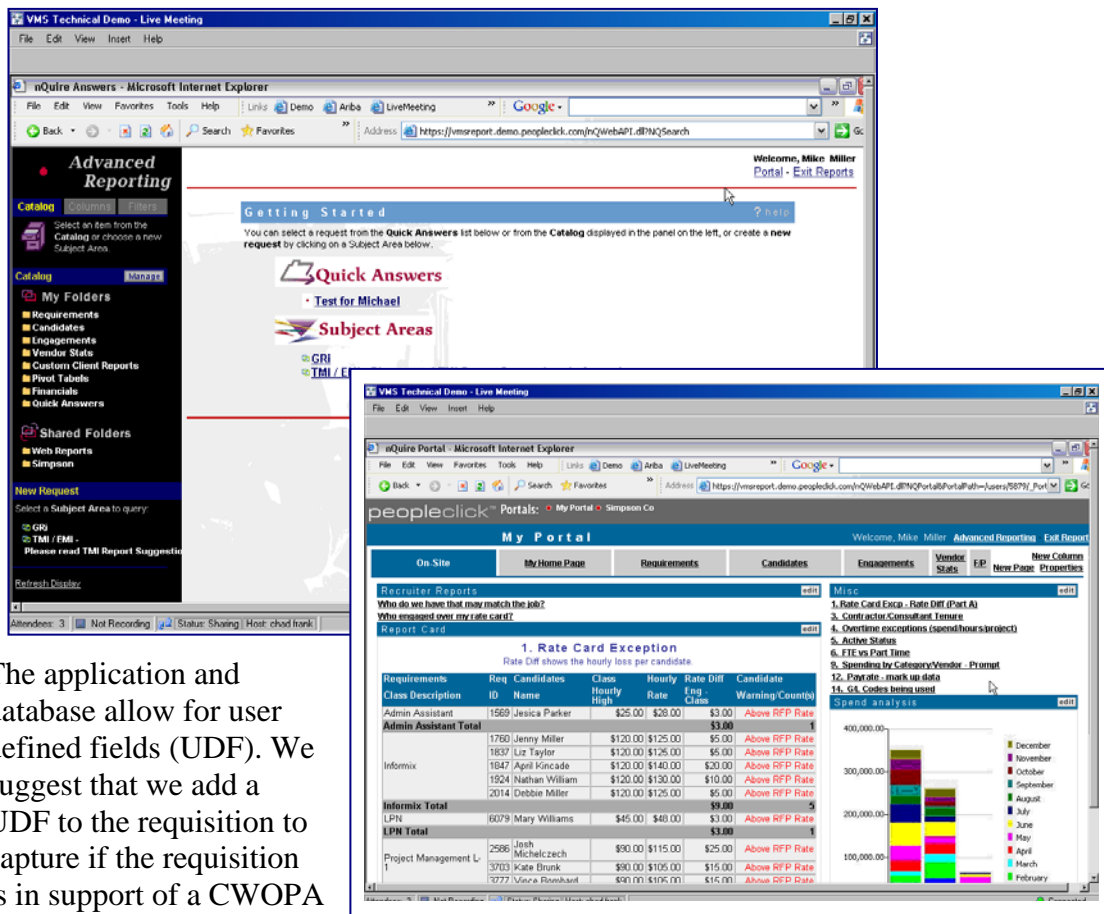
These are the standard reports anticipated for use by CAI and the participating vendors in our network. A specific firm will have access only to data associated with the firm. All reports are available as Microsoft Excel spreadsheets.

Rpt Code	Report Name	Report Description (RTF reports)
0510	User Summary	Lists all users for the vendor
3070	Approved Timesheets Report	Lists all data related to "approved" time and billing information that has been entered against projects by engaged candidates. This is for a specified "Approval" date range.
3080	Submitted Timesheets Report	Lists all data related to "submitted" time and billing information that has been entered against projects by engaged candidates. This is for a specified "Timesheet Submittal" date range and will include current timesheet status.
5000v	Export - Vendor Engaged Candidate Billing Report	This is the Vendor Engaged Candidate Billing Report used for reconciliation of the Peopleclick Billing Report. The report will show all or any specified client organization with engagement counts by the date range specified.
8090	Export - Login Attempts Report	Lists data associated to user login activity. Receive a complete list of company user login activity during a specified period of time.
8091	Export - Locked Out Users Report	Lists data associated to user "lock-out" activity. Receive a complete list of users currently locked out of the application due to failed login attempts.

35. Describe the contractor’s ability to provide real-time data reporting through the web-based tool. What type of data is available in this format? If the tool is unable to provide real-time data, how frequently is data updated and available for reporting purposes?

Advanced, real-time reporting is available through Peopleclick VMS Web Reports. This web-based advanced reporting functionality allows the users to choose from any of the standard reports or (if authorized) create ad-hoc reports by manipulating the report parameters to include or exclude virtually any data field in the application. Ad-hoc reports may also be created from scratch. These custom reports can be saved into public or private folders for later use. Web Reporting offers a number of graphs and charts as well as percentages and other useful measurements.

Peopleclick has integrated Seibel Analytics (formally nQuire) as the online reporting tool engine. Peopleclick will be migrating to Business Objects 6i later this year. The two accompanying screen captures depict the online reporting portal and a sample report output. In addition to the predefined reports, the advanced reporting function has an intuitive interface that is easy to use to develop and publish reports.



The application and database allow for user defined fields (UDF). We suggest that we add a UDF to the requisition to capture if the requisition is in support of a CWOPA personnel retirement. This will enable the VMS tool to report on the impact of retirements on the IT Contract Services program.

Attachment B – Technical Questionnaire

36. The Commonwealth's agencies require that various comptrollers and project managers receive invoices and project reporting based on the location and type of work being performed. Describe how the contractor would adjust to varying needs while still maintaining accurate, standard formatted and timely invoices.

Our billing department can produce T&M invoices in more than 20 different formats. The samples below are representative, but not exhaustive.

In addition to the standard reports, we will provide access to Peopleclick tool to appropriate agency comptrollers and managers for ad-hoc reporting. We will ensure that CWOPA agencies receive a standard invoice with all fields deemed appropriate and acceptable for this contract. We will work with DGS during transition and with each agency as we place a candidate to determine specific invoice requirements.

Monthly Total Hours

For example, the Pennsylvania State Employees' Retirement System has required an invoice that only shows the total hours worked by our associate for a month:

Customer: PA State Empl Retirement Sys	Invoice Number: N86123
Site : PA State Empl Retirement Sys	Remit To: Computer Aid Inc.
SERS-OIT	1390 Ridgeview Drive
30 North Third Street	Allentown, PA 18104
3rd Floor	United States of America
Harrisburg, PA 17101	
United States of America	
Bill To : PA State Empl Retirement Sys	Customer PO No: 4500058655
SERS-OIT	
ATTN: Rebecca Thorpe	
30 North 3rd Street	
3rd Floor	
Harrisburg, PA 17101	
United States of America	
Job Number: KSERSY34TM	Invoice Date : 02/13/2004
Order Date: 07/01/2003	Terms : NET 30
Bill To : 01792	Billing Period: 01/01/2004 - 01/31/2004
Notes: SERS Support Fiscal Year 03-04	
	PLEASE DIRECT BILLING INQUIRIES TO LINDA BUNDRA AT (610)530-5003
	Outline Agreement #4600003474; Line Item #00060

Employee Name	Hours	Bill Rate	Amount
-----	-----	-----	-----
Detweiler, Jamie	161.50	75.00	12112.50

Billing Inquiries: 610-530-5003	Invoice Gross Amt:	12112.50
Customer Service : 610-530-5000		-----
	Invoice Total :	12112.50

CUSTOMER COPY-REPRIN
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Monthly Detail Hours (by Person)

In contrast, PPCD has required an invoice showing the hours worked by our associates per day for a month as well as additional documentation grouping those hours by ITQ category.

The accompanying image is the formal invoice generated from our accounting system.

Customer: PA Comm on Crime & Delinquency	Invoice Number: N86994
Site : PA Commission on Crime and Delinquency 3101 N Front Street Harrisburg, PA 17108-1167 United States of America	Remit To: Computer Aid Inc. 1390 Ridgeview Drive Allentown, PA 18104 United States of America
Bill To : PA Comm on Crime & Delinquency ATTN: Mike Shevlin 3101 North Front Street Harrisburg, PA 17110 United States of America	Customer PO No: 4000003459
Job Number: KPCCDEX1TM	Invoice Date : 03/12/2004
Order Date: 09/01/2003	Terms : NET 30
Bill To : 01720	Billing Period: 02/01/2004 - 02/29/2004
Notes: PCCD Egrants Expansion Items	
PLEASE DIRECT BILLING INQUIRIES TO LINDA BUNDRA AT (610)530-5003	

Employee Name	Date	Hours	Unit Price	Amount
-----	-----	-----	-----	-----
Phase: PCCDEXP PCCD Egrants Expansion Items				
Associate: Beaver, Richard				
Beaver, Richard	02/02/2004	9.00	80.00	720.00
Beaver, Richard	02/03/2004	7.00	80.00	560.00
Beaver, Richard	02/04/2004	10.25	80.00	820.00
Beaver, Richard	02/05/2004	9.00	80.00	720.00
Beaver, Richard	02/06/2004	7.00	80.00	560.00
Beaver, Richard	02/09/2004	10.25	80.00	820.00
Beaver, Richard	02/10/2004	7.00	80.00	560.00
Beaver, Richard	02/11/2004	10.50	80.00	840.00
Beaver, Richard	02/12/2004	10.00	80.00	800.00
Beaver, Richard	02/13/2004	9.00	80.00	720.00
Beaver, Richard	02/16/2004	5.50	80.00	440.00
Beaver, Richard	02/17/2004	6.50	80.00	520.00
Beaver, Richard	02/18/2004	6.50	80.00	520.00
Beaver, Richard	02/19/2004	10.50	80.00	840.00
Beaver, Richard	02/20/2004	10.00	80.00	800.00
Beaver, Richard	02/23/2004	10.00	80.00	800.00
Beaver, Richard	02/24/2004	8.00	80.00	640.00
Beaver, Richard	02/25/2004	11.00	80.00	880.00
Beaver, Richard	02/26/2004	8.00	80.00	640.00
Beaver, Richard	02/27/2004	10.50	80.00	840.00

Attachment B – Technical Questionnaire

The image below shows the report we provide PCCD to accompany the invoice.

PA Commission on Crime & Delinquency																			
Billing Detail for Egrants - EXP																			
Fund Commitment #4000003459																			
Billing Period: 2/1/2004 - 2/29/2004																			
Project Manager - \$80/hr																			
CAP HOURS		CAP DOLLARS				HRS BILLED THIS PERIOD				\$ BILLED THIS PERIOD				YTD HRS BILLED					
1512		\$120,960.00				166.50				\$13,320.00				690.50					
ASSOCIATE	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	2/14	2/15	2/16	2/17	2/18	2/19
Scordo, Mike	2.50	8.00	9.00	8.00	8.00	8.00			8.00	8.00	10.00	9.00	6.00			8.00	7.00	8.00	7.00
TOTAL	2.50	8.00	9.00	8.00	8.00	8.00	0.00	0.00	8.00	8.00	10.00	9.00	6.00	0.00	0.00	8.00	7.00	8.00	7.00
Programmer Analyst / PC - \$80/hr																			
CAP HOURS		CAP DOLLARS				HRS BILLED THIS PERIOD				\$ BILLED THIS PERIOD				YTD HRS BILLED					
10328		\$826,240.00				2736.50				\$218,920.00				5352.75					
ASSOCIATE	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	2/14	2/15	2/16	2/17	2/18	2/19
Beaver, Richard		9.00	7.00	10.25	9.00	7.00			10.25	7.00	10.50	10.00	9.00			5.50	6.50	6.50	10.50
Drozdz, Bob		10.50	12.50	10.00	10.50	9.00		5.00	10.00	9.50	8.50	5.50	10.00	2.00	4.00	13.00	6.50	8.00	13.00
Drudul, John	4.00	6.00	8.00	5.00	7.00	8.00		3.50	5.00	8.50	12.00	8.50	8.00		1.00	12.00	12.00	8.50	8.50
Hamilton, Jim		3.00	0.75	3.00	5.00	7.50			8.75	9.00			1.00						7.00
Hetrick, Rich		11.00	11.00	11.50	10.00	12.00			12.50	11.50	11.00	10.00	11.00			11.50	11.50	10.50	10.00
James, Mark				8.00	8.00	4.00	8.00		8.00	7.00	10.00		10.00	6.00		10.00	9.00	10.00	6.00
McDermott, Dan				1.50	9.00	9.50			10.50	9.00	8.00	8.00	10.50	5.00		10.00	10.00	9.75	7.25
McGill, Keith		8.50	8.50	10.00	10.50	5.00				5.00	10.00	10.00	10.50	1.50		10.00	11.00	10.50	10.00
Merwine, Bob				2.00					9.00	3.50	10.00	7.00	4.00			4.00		3.00	6.00
Miller, Brian		10.50	9.00	6.50	8.50	7.50	3.50	2.00	9.50	10.00	10.00	5.00	11.00			4.00	10.00	10.00	9.00
Pahwa, Paul		11.50	10.00	10.50	10.00	9.00		3.25	11.00	11.00	12.50	10.50	9.50			9.00	11.00	10.00	11.00
Peters, Ryan			1.00	2.00	10.25	6.50	3.50		7.50	10.00			8.00	10.00		7.00	8.50	8.00	9.50
Seler, Shawn		10.25	6.00	10.25	12.00		2.00		10.00	9.25	9.75	11.75	9.00			10.50	10.00	9.75	10.00
Small, Troy		9.50	10.00	12.50	10.00	10.00			10.00	12.00	16.00	8.00	8.00			10.00	8.00	10.00	10.00
Straub, Art				2.00	2.00				8.00	4.00	2.50	6.00	4.00			1.00	4.00	3.00	
Vikram, Abhishek		9.00	10.00	10.50	10.25	10.50			9.00	11.00	10.00	11.00	10.50			10.00	10.00	10.00	10.00
Westbrook, Chris		6.50	8.50	10.00	11.00	8.00			10.25	5.00	9.25	10.00	4.00			9.25	8.00	2.00	6.50
TOTAL	4.00	105.25	102.25	125.50	143.00	113.50	17.00	13.75	149.25	142.25	150.00	130.25	139.00	14.50	5.00	136.75	136.00	136.50	137.75
Database Administrator - \$80/hr																			
CAP HOURS		CAP DOLLARS				HRS BILLED THIS PERIOD				\$ BILLED THIS PERIOD				YTD HRS BILLED					
928		\$74,240.00				127.75				\$10,220.00				246.25					
ASSOCIATE	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	2/14	2/15	2/16	2/17	2/18	2/19
Daubert, Tony		7.50	7.50	7.75	7.25	6.50			4.50	1.50	3.00	4.00	6.00			9.75	1.50	2.00	4.00
TOTAL	0.00	7.50	7.50	7.75	7.25	6.50	0.00	0.00	4.50	1.50	3.00	4.00	6.00	0.00	0.00	9.75	1.50	2.00	4.00
ERP Software Integration Consultant - \$150/hr																			
CAP HOURS		CAP DOLLARS				HRS BILLED THIS PERIOD				\$ BILLED THIS PERIOD				YTD HRS BILLED					
786		\$117,900.00				0.00				\$0.00				0.00					
ASSOCIATE	2/1	2/2	2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	2/14	2/15	2/16	2/17	2/18	2/19
TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PROJECT TOTALS																			
CAP HOURS		CAP DOLLARS				HRS BILLED THIS PERIOD				\$ BILLED THIS PERIOD				YTD HRS BILLED					
13554		\$1,139,340.00				3030.75				\$242,460.00				6289.50					

Monthly Detail Hours (by Person/PO Line)

In further contrast, the Pennsylvania Department of Agriculture (PDA) has required an invoice showing the hours worked by PO line item for a month as well as additional documentation reflecting the completion status of each line item. The image below shows an invoice to PDA.

Customer: PA Dept of Agriculture Site : PA Dept of Agriculture Animal Health & Diagnostic Svc 2301 N Cameron St Harrisburg, PA 17110-9408 United States of America	Invoice Number: N87945 Remit To: Computer Aid Inc. 1390 Ridgeview Drive Allentown, PA 18104 United States of America																																								
Bill To : PA Dept of Agriculture Animal Health & Diagnostic Svc ATTN: Michael Mesaris 2301 N Cameron St Harrisburg, PA 17110 United States of America	Customer PO No: 4500104957																																								
Job Number: KDAGBAHDR1 Order Date: 02/13/2004 Bill To : 01879	Invoice Date : 04/16/2004 Terms : NET 30 Billing Period: 03/01/2004 - 03/31/2004																																								
Notes: Dept of Ag BAHDS project PLEASE DIRECT BILLING INQUIRIES TO LINDA BUNDRA AT (610)530-5003																																									
<table border="1"> <thead> <tr> <th>Quantity</th> <th>UOM</th> <th>Description</th> <th>Unit Price</th> <th>Ext Price</th> </tr> </thead> <tbody> <tr> <td>107.00</td> <td>HOURS</td> <td>00090 - Project Manager - Phase 1 MANAGE PROJECT - Federal Funds</td> <td>75.00</td> <td>8025.00</td> </tr> <tr> <td>15.20</td> <td>HOURS</td> <td>00170 - Database Administrator - Phase 2 INITIATE PROJECT Federal Funds</td> <td>75.00</td> <td>1140.00</td> </tr> <tr> <td>2.80</td> <td>HOURS</td> <td>00180 - Database Administrator - Phase 2 INITIATE PROJECT State Funds</td> <td>75.00</td> <td>210.00</td> </tr> <tr> <td>92.00</td> <td>HOURS</td> <td>00190 - Business Analyst (Hesen) - Phase 3 COMPLETE DESIGN Federal Funds</td> <td>75.00</td> <td>6900.00</td> </tr> <tr> <td>346.50</td> <td>HOURS</td> <td>00210 - Business Analyst - Phase 3 COMPLETE DESIGN - Federal Funds</td> <td>65.00</td> <td>22522.50</td> </tr> <tr> <td>80.50</td> <td>HOURS</td> <td>00230 - Database Administrator - Phase 3 COMPLETE DESIGN - Federal Funds</td> <td>75.00</td> <td>6037.50</td> </tr> <tr> <td>16.00</td> <td>HOURS</td> <td>00310 - Data Conversion Specialist - Phase 4 DEVELOP APPLICATION - Federal Funds</td> <td>65.00</td> <td>1040.00</td> </tr> </tbody> </table>		Quantity	UOM	Description	Unit Price	Ext Price	107.00	HOURS	00090 - Project Manager - Phase 1 MANAGE PROJECT - Federal Funds	75.00	8025.00	15.20	HOURS	00170 - Database Administrator - Phase 2 INITIATE PROJECT Federal Funds	75.00	1140.00	2.80	HOURS	00180 - Database Administrator - Phase 2 INITIATE PROJECT State Funds	75.00	210.00	92.00	HOURS	00190 - Business Analyst (Hesen) - Phase 3 COMPLETE DESIGN Federal Funds	75.00	6900.00	346.50	HOURS	00210 - Business Analyst - Phase 3 COMPLETE DESIGN - Federal Funds	65.00	22522.50	80.50	HOURS	00230 - Database Administrator - Phase 3 COMPLETE DESIGN - Federal Funds	75.00	6037.50	16.00	HOURS	00310 - Data Conversion Specialist - Phase 4 DEVELOP APPLICATION - Federal Funds	65.00	1040.00
Quantity	UOM	Description	Unit Price	Ext Price																																					
107.00	HOURS	00090 - Project Manager - Phase 1 MANAGE PROJECT - Federal Funds	75.00	8025.00																																					
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16.00	HOURS	00310 - Data Conversion Specialist - Phase 4 DEVELOP APPLICATION - Federal Funds	65.00	1040.00																																					
Billing Inquiries: 610-530-5003 Customer Service : 610-530-5000	Invoice Gross Amt: 45875.00 ----- Invoice Total : 45875.00																																								
CUSTOMER COPY-REPRIN	Page: 1																																								

Attachment B – Technical Questionnaire

The image below shows a summary report that accompanies the PDA invoice.

BAHDS PROJECT (PO 4500104957)- WORK IN PROGRESS AS OF 3/31/04									
PO Line Item Number	CAP HOURS	CAP REVENUE	HRS INVOICED THIS PERIOD	REVENUE INVOICED THIS PERIOD	YTD HRS INVOICED	YTD REVENUE INVOICED	HRS TO BE INVOICED	REVENUE TO BE INVOICED	EST COMPLETE DATE
00090 Project Manager/1. MANAGE PROJECT/FED	644	\$48,300.00	107.00	\$8,025.00	130.00	\$9,750.00	514.00	\$38,550.00	08/31/04
00110 Project Manager/2. INITIATE PROJECT/FED	15.2	\$1,140.00	0.00	\$0.00	15.20	\$1,140.00	0.00	\$0.00	COMPLETE
00120 Project Manager/2. INITIATE PROJECT/ST	2.8	\$210.00	0.00	\$0.00	2.80	\$210.00	0.00	\$0.00	COMPLETE
00130 Business Analyst/2. INITIATE PROJECT/FED	6.8	\$510.00	0.00	\$0.00	6.80	\$510.00	0.00	\$0.00	COMPLETE
00140 Business Analyst/2. INITIATE PROJECT/ST	1.2	\$90.00	0.00	\$0.00	1.20	\$90.00	0.00	\$0.00	COMPLETE
00150 Business Analyst/2. INITIATE PROJECT/FED	30.5	\$1,982.50	0.00	\$0.00	30.50	\$1,982.50	0.00	\$0.00	COMPLETE
00160 Business analyst/2. INITIATE PROJECT/ST	5.5	\$357.50	0.00	\$0.00	5.50	\$357.50	0.00	\$0.00	COMPLETE
00170 Database Administrator/2. INITIATE P/FED	15.2	\$1,140.00	15.20	\$1,140.00	15.20	\$1,140.00	0.00	\$0.00	COMPLETE
00180 Database Administrator/2. INITIATE PR/ST	2.8	\$210.00	2.80	\$210.00	2.80	\$210.00	0.00	\$0.00	COMPLETE
00190 Business Analyst/3. COMPLETE DESIGN/FED	246	\$18,450.00	92.00	\$6,900.00	142.00	\$10,650.00	104.00	\$7,800.00	05/31/04
00210 Business Analyst/3. COMPLETE DESIGN/FED	718	\$46,670.00	346.50	\$22,522.50	417.50	\$27,137.50	300.50	\$19,532.50	05/31/04
00230 Database Administrator/3. COMPLETE D/FED	299.3	\$22,447.50	80.50	\$6,037.50	80.50	\$6,037.50	218.80	\$16,410.00	05/31/04
00240 Database Administrator/3. COMPLETE DE/ST	53.7	\$4,027.50	0.00	\$0.00	0.00	\$0.00	53.70	\$4,027.50	05/31/04
00250 Programmer Analyst - PC/3. COMPLETE /FED	159.4	\$10,361.00	0.00	\$0.00	0.00	\$0.00	159.40	\$10,361.00	05/31/04
00260 Programmer Analyst - PC/3. COMPLETE D/ST	28.6	\$1,859.00	0.00	\$0.00	0.00	\$0.00	28.60	\$1,859.00	05/31/04
00270 Documentation Specialist/3. COMPLETE /FE	3.3	\$198.00	0.00	\$0.00	0.00	\$0.00	3.30	\$198.00	05/31/04
00280 Documentation Specialist/3. COMPLETE D/S	0.7	\$42.00	0.00	\$0.00	0.00	\$0.00	0.70	\$42.00	05/31/04
00290 Database Administrator/4. DEVELOP AP/FED	480	\$36,000.00	0.00	\$0.00	0.00	\$0.00	480.00	\$36,000.00	07/31/04

Attachment B – Technical Questionnaire

BAHDS PROJECT (PO 4500104957)- WORK IN PROGRESS AS OF 3/31/04									
PO Line Item Number	CAP HOURS	CAP REVENUE	HRS INVOICED THIS PERIOD	REVENUE INVOICED THIS PERIOD	YTD HRS INVOICED	YTD REVENUE INVOICED	HRS TO BE INVOICED	REVENUE TO BE INVOICED	EST COMPLETE DATE
00310 Data Conversion Specialist/4. DEVELOP /F	448.5	\$29,152.50	16.00	\$1,040.00	16.00	\$1,040.00	432.50	\$28,112.50	07/31/04
00320 Data Conversion Specialist/4. DEVELOP /S	80.5	\$5,232.50	0.00	\$0.00	0.00	\$0.00	80.50	\$5,232.50	07/31/04
00330 Programmer Analyst - PC/4. DEVELOP AP/FE	1134.6	\$73,749.00	0.00	\$0.00	0.00	\$0.00	1134.60	\$73,749.00	07/31/04
00340 Programmer Analyst - PC/4. DEVELOP AP/ST	203.4	\$13,221.00	0.00	\$0.00	0.00	\$0.00	203.40	\$13,221.00	07/31/04
00350 Database Administrator/5. SYSTEM TEST/FE	66.9	\$5,017.50	0.00	\$0.00	0.00	\$0.00	66.90	\$5,017.50	07/31/04
00360 Database Administrator/5. SYSTEM TEST/ST	12.1	\$907.50	0.00	\$0.00	0.00	\$0.00	12.10	\$907.50	07/31/04
00370 Programmer Analyst - PC/5. SYSTEM TEST/F	392	\$25,480.00	0.00	\$0.00	0.00	\$0.00	392.00	\$25,480.00	07/31/04
00390 Programmer Analyst - PC/6. TRAINING/FED	94.9	\$6,168.50	0.00	\$0.00	0.00	\$0.00	94.90	\$6,168.50	07/31/04
00400 Programmer Analyst - PC/6. TRAINING /ST	17.1	\$1,111.50	0.00	\$0.00	0.00	\$0.00	17.10	\$1,111.50	07/31/04
00410 Documentation Specialist/6. TRAINING /FE	47.4	\$2,844.00	0.00	\$0.00	0.00	\$0.00	47.40	\$2,844.00	07/31/04
00420 Documentation Specialist/6. TRAINING /ST	8.6	\$516.00	0.00	\$0.00	0.00	\$0.00	8.60	\$516.00	07/31/04
00430 Programmer Analyst - PC/7. IMPLEMENT/FE	122.1	\$7,936.50	0.00	\$0.00	0.00	\$0.00	122.10	\$7,936.50	08/31/04
00440 Programmer Analyst - PC/7. IMPLEMENT/ST	21.9	\$1,423.50	0.00	\$0.00	0.00	\$0.00	21.90	\$1,423.50	08/31/04
00460 Project Manager/1. MANAGE PROJECT/STATE	260	\$19,500.00	0.00	\$0.00	0.00	\$0.00	260.00	\$19,500.00	08/31/04
00480 Database Administrator/5. SYSTEM TEST/ST	113	\$8,475.00	0.00	\$0.00	0.00	\$0.00	113.00	\$8,475.00	08/31/04
00500 Programmer Analyst - PC/7. IMPLEMENT /ST	232	\$15,080.00	0.00	\$0.00	0.00	\$0.00	232.00	\$15,080.00	08/31/04
TOTAL	5968	\$409,810.00	660.00	\$45,875.00	866.00	\$60,255.00	5102.00	\$349,555.00	

In addition to providing the necessary formats, our billing department is able to produce the invoices on whatever billing schedule is desired by the specific agency, as well as sending copies of the invoices to whomever the agency deems necessary. In all cases, we were able to provide invoices and all additional required documentation to the various Pennsylvania state agencies that meet all of their invoicing requirements.

37. The Commonwealth typically requires invoices on a monthly basis delivered to the Comptroller with matching monthly reports sent to the Receiver of Services within each agency, and again upon completion of the work (if prior to month's end). Is the contractor able to provide invoices on this type of schedule? If not, what is the proposed approach?

Yes.

We believe having direct access to the tool will facilitate payment and processing by all parties. We anticipate both comptrollers and the agency managers will have access to the tool. During transition, we can determine whether electronic-only invoices and matching reports are sufficient. Over time, we envision a machine-to-machine interface with ImaginePA.

II-4.13 Value Added Services

38. Describe the contractor's ability to provide additional value-added services above and beyond the minimum required services.

In introducing ourselves (Question 1, page 1) we described the value we bring to the procurement. This section focuses on the value we offer beyond the minimum RFP requirements. The accompanying bullets highlight our added value:

Robust web-based software, embedded with SLA metrics

- ◆ A VMS tool that also serves as a data repository IT staffing, with user-defined data elements meaningful to the Commonwealth
- ◆ Direct access to the tool across the business-to-business spectrum, with real-time ad hoc reporting
- ◆ Customizable electronic surveys to enable meaningful measurements of IT staff

Focus on Pennsylvania

- ◆ Commitment to DBE firms and willingness to assist with recruiting and marketing
- ◆ Inclusion of 39 DBE firms – and future acceptance of those prematurely excluded
- ◆ A network including multiple Pennsylvania colleges/universities – and a potential off-site development center at PSU

Meaningful metrics

- ◆ Metric-based pricing using realistic wages and measurable markup
- ◆ Acceptance by our network of the pricing model
- ◆ Quality metrics from our tool – extendible to stronger SLAs in the future
- ◆ Ability to measure value in terms of IT results, instead of labor hours (discussed below)

Our focus on quality begins with the candidates placed in T&M positions for this contract, including objective measures of their performance. As noted by industry expert Barry Boehm:

“Productivity of the 90th percentile team is four times higher than that of the 15th percentile team.”⁴

Our initial added-value service uses the metrics of surveys to measure client satisfaction, including numerical rankings and agency-specific survey forms, where applicable. We believe we also provide significant value in our ability to measure staff productivity. From our perspective, this is the most significant service we can provide the Commonwealth. The remainder of this section focuses on our ability to bring transformational change to CWOPA agencies by measuring support directly proportional to the impact on the agency’s stated mission.

Historically, technology support in the Commonwealth has occurred on an hours-billed basis. In recent years, most open procurements have required deliverables-based payment, but Commonwealth policy required payment based on labor hours utilized by the vendor. As we alluded in our response to quality metrics (Question 22, page 82), we prefer to measure our value to clients based on our impact on their business. From a technical perspective, this measures the accuracy and effectiveness of the software being implemented; from a support perspective it measures the stability, continuity and thoroughness of the services provided.

In other words, the quality of IT support can be expressed in metrics based on the software output and on the human and system support for the user community. The key component of the model is an SLA that measures the vendor’s output in terms of actual support provided instead of only measuring labor hours. The support can be measured based on multiple characteristics:

- ◆ Time (both to respond, e.g. receive notification, and to resolve, i.e. fix)
- ◆ Severity (criticality of the issue, impact on users’ ability to work)
- ◆ Foreknowledge (planned vs. unplanned issues)

The accompanying table summarizes the dimensions of a support SLA.

Components of a Service Level Agreement			
Foreknowledge	Quantity	Severity	Time
Unplanned (Problems, Bugs)	Respond to X %	of critical issues	within Y minutes/hours
	Respond to X%	of high priority issues	within Y hours
	Respond to X%	of low priority issues	within Y hours
Planned (Changes, Enhancements)	Estimate X%	of change requests	within Y days
	Schedule X%	of change requests	within Y days of estimating
	Complete X%	of changes	by the scheduled due date

⁴ Barry Boehm, *Software Engineering Economics*, Englewood Cliffs, NJ: Prentice Hall.

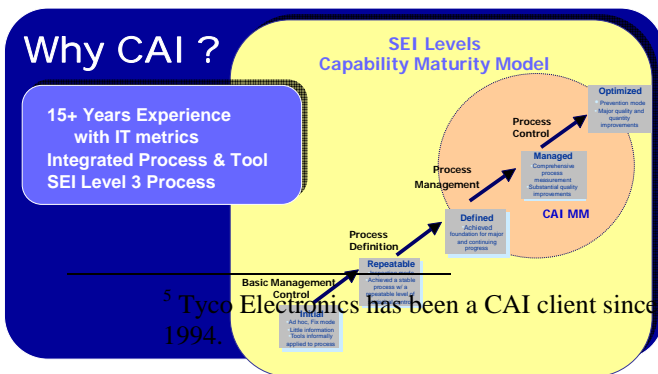
The components of an SLA focus on (1) ensuring the stability of the production software and (2) implementing system enhancements on a guaranteed delivery schedule while (3) providing metrics on the quality of the support itself.

By definition, all attributes of an SLA must be measurable, and the vendor is responsible for maintaining and reporting metrics for the various SLA components. Most firms use some form of software to manage the workflow and monitor the issues. Metrics from the tool then provide an empirical basis to the SLA. These are measures of the support process. You can also measure the quality of the software itself – the number and severity of bugs over a period of time or within an application area, for example.

The accompanying table shows sample SLAs that we provide our clients.

Sample Measurable Item by Category	Commitment	
General Project	Critical Application Availability	99% or better
	Rework or new problems caused by changes	5% or less of all changes
	Production abends caused by changes	3 or less per month
Work Request	Delivery of Preliminary Estimate	5 business days max
	Final Hours	+ or – 15% of estimate
	Completion According to Schedule	+ or – 15% of schedule
Incidents	First Response	2 hours max
	Critical Correction	4 hours max
	High Priority Correction	8 hours max
	Medium Priority Correction	2 business days max
	Low Priority Correction	4 business days max
Calls	First Response	2 hours max
	Critical Completion	4 hours max

Following industry best practices, including the Software Engineering Institute (SEI) and the (British) Information Technology Infrastructure Library (ITIL), vendors can also guarantee productivity improvements as part of the SLA. This translates into supporting the same application with fewer people (real dollar savings) and/or supporting additional applications with the same number of people (expanded scope for the same price).



CAI has been committed to the proactive delivery of application support outsourcing services for more than 20 years. Our application support service offering is called Managed Maintenance, and we have offered it to our clients since 1994. Our approach to IT service delivery is based on best practices from

the industry, including the Institute of Electrical and Electronics Engineers (IEEE), the SEI and Six Sigma.

We are committed to the Continuous Process Improvement (CPI) of our transition processes, service management processes, SLAs and our work management and process integration tool, Tracer®. The tool integrates the SLA goals into the management and reporting of service delivery activities. Our typical SLA goals focus stabilizing support levels, managing the response user requests for assistance and managing the implementation of approved enhancements. Tracer provides the ability to log information about the requested services and the time and effort required to complete them. This capability provides a data repository that enhances our ability to measure service delivery performance, staff productivity and customer satisfaction.

CAI is offering a Commonwealth-wide license for Tracer as part of our proposal, at no additional charge. During contract negotiations, we can discuss logistics of Managed Maintenance, including knowledge transfer of entire application systems and proposed SLA commitments. The remainder of this response provides background on the metrics and methodology, concluding with two references from Pennsylvania clients.

Estimating Methods

We treat software development and implementation as a science, and we use empirical data to support our estimates. With support from the Commonwealth, our company was founded in 1981; by 1988 we had begun to accumulate baseline metrics for developing mainframe applications. Technology has changed since then, as have some of the supporting processes used in developing certain kinds of software, but the science is the same: we measure the most discrete unit of work in a specific technical environment, and we apply the accumulated measurements to similar processes. The accompanying table illustrates an estimating matrix from the methodology.

The table shows the hours needed to complete coding and unit-testing of program on an IBM mainframe. We use it for COBOL, PL1 and A/DSO programming; we have a similar set of metrics for mainframe Assembler programming. We also have a similar estimating matrix for each environment we support, with different dimensions appropriate to the environment. For example, in a Visual Basic environment we normally calibrate for simple, average, and complex (only); this is due to the relatively simple nature of the environment. In an environment using Active Server Pages (ASP), criteria that affect our estimates include factors such as static versus dynamic pages; dual-browser support for both Internet Explorer and Netscape; and compliance with the Americans with Disabilities Act (ADA) of 1990 and the related Section 508 to the Rehabilitation Act, as amended in 1998.

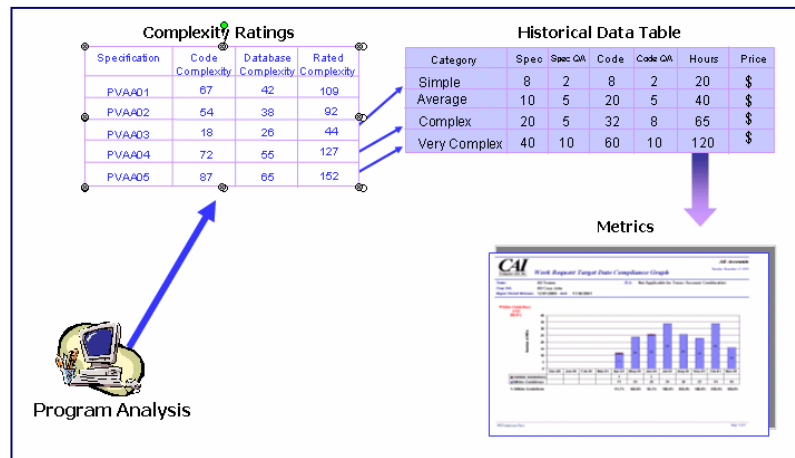
	Coding/Unit Test Hours, IBM Mainframe				
	Online			Batch	
Complexity	Inquiry	Update	Background	Update	Extract/Report
Very Simple	39	60	58	39	26
Simple	71	127	116	102	46
Average	115	169	176	152	83
Complex	222	273	267	231	123
Very Complex	300	335	329	306	155

We also have metrics for developing and deploying Microsoft .NET applications.

Attachment B – Technical Questionnaire

During our transition in assuming control of software, we evaluate specific requirements that could become driving factors affecting our baseline estimates. Complexity of embedded calculations affects program estimates, especially for the related testing effort.

As we develop and support software over the life of the engagement, the metrics collected in completing call support and enhancements become relevant for all subsequent work. The accompanying diagram from one of our Managed Maintenance engagements shows how past performance affects current metrics – and future estimates.

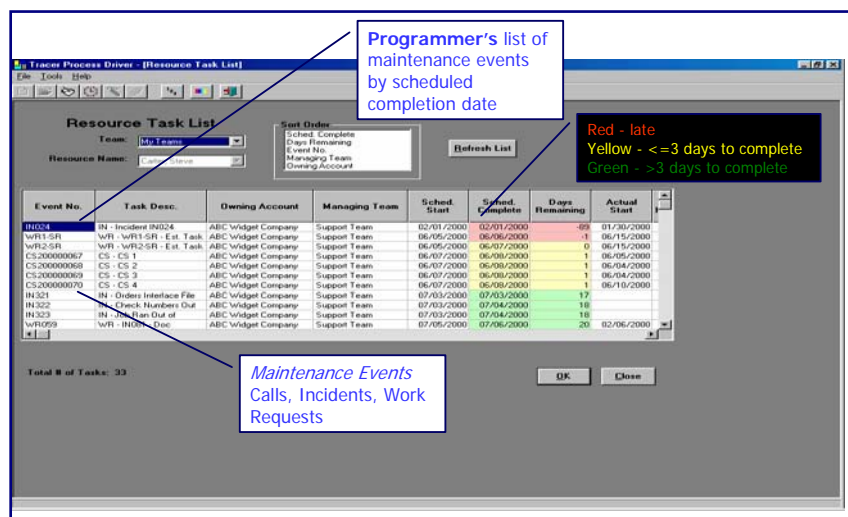


Accurate estimating is a critical success factor for all IT engagements. Our ability to utilize baseline metrics from prior engagements and apply them to each transitioned application – with ongoing effort to monitor and measure all tasks involved in completing a unit of work for you – enables us to commit to software delivery dates and a specific SLA.

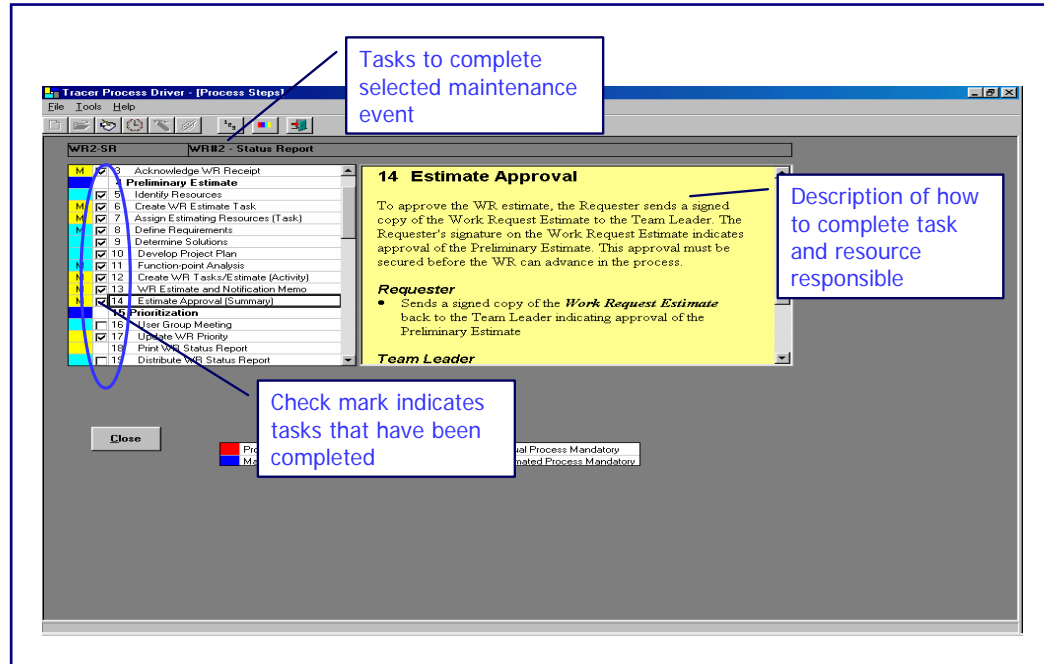
Work Management

At the aggregate level, we intend to use Microsoft Project to monitor large-scale IT efforts. We use our Tracer tool to actually manage the work; it interfaces with Microsoft Project and allows for import into and export from Project. It utilizes Microsoft Access or SQL Server as its database engine.

Tracer does not create, produce, test or implement code or otherwise interface with the client software. It is a management tool that helps enforce the discipline required for SEI/CMM Level 3. From a workflow perspective, our staff use the tool to see their work assignments, as shown in the accompanying screen image.

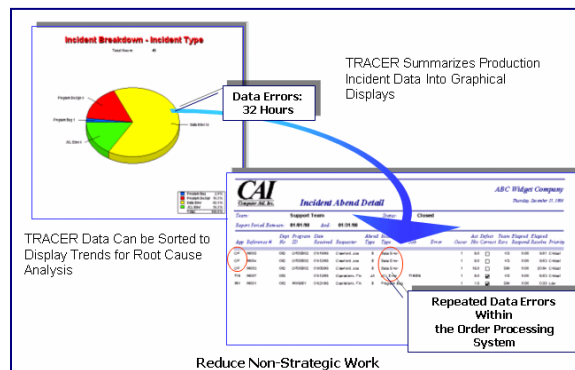


We also use the tool to create standard work models, as shown in the image below. As part of our transition, we decompose the processes documented in your existing workflow and incorporate them into the tool. We also document any unwritten rules and incorporate them as formal process steps. In addition, we use it for scheduling tasks, monitoring processes and compiling metrics; it helps us ensure that the process is followed correctly.



Much of the engagement transition involves customizing Tracer to the specific nomenclature of the client, including QA checklist, user acceptance (UA) testing criteria and software release criteria.

Because all staff members use the tool for recording their time, it also serves as the database for information to enable us to evaluate trends. The database serves as a store of information for data mining. For most clients, this enables us to do trend analysis to reduce support calls and increase time spent on work request enhancements. The accompanying chart summarizes how it enhances our ability to do root-cause analysis.



The accompanying table shows a list of standard reports available from Tracer.

Catalog of Tracer® Reports	
Type	Name
Performance & Productivity Analysis	Application Activity and Performance Application Activity and Performance Graph Critical Application Downtime Graph Customer Feedback Detail Customer Feedback Graph Event Activity and Performance Event Activity and Performance Graph Resource Activity and Performance Graph Resource Productivity Analysis Graph Rework Trend Analysis Graph Work Trend Analysis Graph
Work Request	Work Request Estimate Accuracy Graph Work Request Estimating Matrix Work Request Status Report Work Request Target Date Compliance Graph Work Requests Un-estimated
Call Support	Call Support Detail Report Calls Resolved within SLA Graph Calls Responded within SLA Graph
Incidents	Incident Detail Report Incidents Resolved within SLA Graph Incidents Responded within SLA Graph
Time Analysis	Time Audit Detail Time Audit Summary Total Time Analysis Report Work Breakdown by Application Rework Time Distribution Work Request Time Breakdown by Type Call Support Time Breakdown by Type Incident Time Breakdown by Type Administrative Time Breakdown by Type
General Reports	Event Printout Issues Report Master Project Status

Client Profiles

The following mini-profiles show how we partner with our clients to provide defined results.

Tyco Electronics

This reference is relevant because it represents one of our oldest clients (since 1987), and one of our first clients to use Managed Maintenance (since 1994). We have full responsibility for five application areas, summarized in the 2003 Report Card at left.

	WR Date	CS Rsp	CS Rsvd	IN Rsp	IN Rsvd
COS	100	100	95	100	97
SFC	100	100	98	100	98
POLIS	100	100	99	100	99
ENG	100	100	99	100	99
MAT	100	100	99	100	99
Overall	98	100	98	100	98

High Productivity • Fixed Price • On Time • Within Budget • Defined Processes • Metrics

We have supported Tyco Electronics (formerly AMP, Inc.) since 1987 in almost all of their business and manufacturing systems. Last year, we completed the third year of a \$12 million, three-year Managed Maintenance contract; billings to the client in 2003 were \$3.9 million. The client has extended our team for an additional year as they continue to migrate their applications to a global SAP environment.

At Tyco Electronics, we support all engineering, material resource planning (MRP), inventory and shop floor systems, as well as most business systems. Our support team receives the initial call from end-users around the world, and we log the call and monitor the issues to resolution. The accompanying “Report Card – 2003” is a summary of activity last year, showing our compliance with SLA targets across the year for each application area. The “WR Date” column shows our ability to meet targeted deadlines for work requests. The columns for calls and incidents show SLA compliance for responding to the call or incident and for resolving it.

We also report to project stakeholders on our accuracy in estimating, as shown in the accompanying slide. The first slide (above) shows our ability to meet SLA requirements; this one reports on our ability to estimate accurately – in order to meet those requirements.

Team	Estimate	Actual	Variance	Accuracy
Engineering	1927	1801	127	93%
SFC/IC	1138	1052	86	92%
Materials	1065	911	154	86%
POLIS	1750	1607	143	92%
COS	2795	2332	464	83%
Overall	8675	7702	974	89%

High Productivity • Fixed Price • On Time • Within Budget • Defined Processes • Metrics

FedEx Ground

This reference is relevant because it shows our ability to support a client with Managed Maintenance, supplemented by separate large-project contracts where appropriate. Our Managed Maintenance team works at the client site in Pittsburgh; pricing is based staffing levels and SLAs. The project work required staff off-site and utilized fixed-price, deliverables-based pricing with guaranteed delivery dates.

FedEx Ground, formerly known as RPS, is the second largest small package ground carrier in North America and is a subsidiary of Federal Express Corporation. In 1996, CAI was asked to provide Managed Maintenance services for the company's Field Support Application Development Group. Since then, due to the outstanding performance of the on-site team, our involvement has grown to include support for over 40 systems in the operations, marketing, and financial areas. Our billings to FedEx Ground last year were \$3.3 million.

Soon after the engagement was initiated, FedEx de-centralized their help desk and asked our team to focus on help desk support for the assigned applications, based on a change in their business. The change in scope lasted nine months and resulted in a significant reduction in problem calls as our team employed root-cause and permanent-fix strategies. When the client's business environment returned to normal, CAI went back to our standard Managed Maintenance application support role.

FedEx gives CAI an A++ as a strategic partner because we built a team that integrated well with FedEx and were flexible enough to completely change the engagement scope to satisfy a critical customer need.

CAI has a structured methodology for managed maintenance that plans for thorough knowledge transfer and rapid transition of team members to full support.

- Michael V. Hmel, Sr. Vice President/Information Systems

In August 2002, we were awarded a fixed price conversion project with FedEx to convert their existing VAX/COBOL applications to AS/400. We maintain our own network of AS/400's and added a VAX machine to our virtual private network (VPN) for this project, mirroring the client's existing environment for development, testing, and parallel testing during the holiday season (their busiest time of year). This project was completed through a joint effort between our delivery centers in Harrisburg and Manila. We utilize the same project management methodology and tools across on-shore and off-shore development centers, allowing us to report consistent metrics and status regardless of team location.

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