



DATE: June 20, 2016

TO: All Prospective Proposers

FROM: Beth Kirk
Assistant Director, Goods and Non-Technology Services
301-985-7618

RE: RFP 91418– Pay Structures and Incentive Plan Consulting Services
Addendum #4 dated 06/20/2016

The following amends the above referenced RFP documents. Receipt of this addendum is to be acknowledged by completing the enclosed "Acknowledgement of Receipt of Addenda Form" and including it in the Technical Proposal. As well, the addendum number and date should be noted in the appropriate space on the Price Proposal form.

1. This Addendum Four contains one modification. The review of Fair Labor Standards Act (FLSA) exemption status of roles/positions under current regulation is no longer a required service under this Solicitation. The first bullet point under Scope of Work/Requirements, Phase One: Pay Structures on page 8 of the Solicitation is deleted in its entirety. However, the count of all jobs and employees subject to analysis as provided in the table following the first bullet point remains relevant as it relates to the other service requirements described in this Solicitation.
2. Attached please find the Solicitation Questions/Issues Log that includes, **in detail**; each modification/update made to the Solicitation, as well as UMUC's response to questions received from potential Proposers.
3. Any further modifications and/or questions from potential Proposers are to be provided in the format of the Question/Issues Log.

We appreciate your cooperation in using a standard format.

End of Addendum Four dated 06-20-2016

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA FORM

RFP NO.: 91418

TECHNICAL PROPOSAL DUE DATE:

June 28, 2016, on or before 4:00 P.M. EDT

RFP FOR: Pay Structures and Incentive Plan Consulting Services

NAME OF PROPOSER: _____

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

The undersigned, hereby acknowledges the receipt of the following addenda:

Addendum No. 1 dated 05-26-2016

Addendum No. 2 dated 06-02-2016

Addendum No. 3 dated 06-10-2016

Addendum No. 4 dated 06-20-2016

Addendum No. dated

As stated in the RFP documents, this form is included in our Technical Proposal.

Signature

Name Printed

Title

Date

END OF FORM

| # | Addendum No. | Solicitation Section | Solicitation Reference | Question/Issue | UMUC Response/Modification |
|---|--------------|----------------------|------------------------|----------------|----------------------------|
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Issue/Questions - Addendum No. 1

| 1. | 1 | RFP Cover | Significant Milestones, Page 1. | <p>The dates for the following Significant Milestones were modified:</p> <ul style="list-style-type: none"> • Last Day for Questions • Technical Proposal Due Date • Oral Presentations/Discussion Date • Price Proposal Due Date | <p>The following replaces the Significant Milestones in its entirety:</p> <table border="0"> <thead> <tr> <th>SIGNIFICANT MILESTONES</th> <th>TIME:</th> <th>DATE:</th> </tr> </thead> <tbody> <tr> <td>Last Day for Questions</td> <td>2 P.M. EDT</td> <td>6/10/2016</td> </tr> <tr> <td>Technical and Price Proposal Due Date:</td> <td>4 P.M. EDT</td> <td>6/28/2016</td> </tr> <tr> <td>Oral Presentation/Discussion Date:</td> <td>TBD</td> <td>7/12-07/15/2016</td> </tr> </tbody> </table> <p style="text-align: center;">Updated Page 1, attached.</p> | SIGNIFICANT MILESTONES | TIME: | DATE: | Last Day for Questions | 2 P.M. EDT | 6/10/2016 | Technical and Price Proposal Due Date: | 4 P.M. EDT | 6/28/2016 | Oral Presentation/Discussion Date: | TBD | 7/12-07/15/2016 |
|--|------------|-----------------------|---------------------------------|--|---|------------------------|-------|-------|------------------------|------------|-----------|--|------------|-----------|------------------------------------|-----|-----------------|
| SIGNIFICANT MILESTONES | TIME: | DATE: | | | | | | | | | | | | | | | |
| Last Day for Questions | 2 P.M. EDT | 6/10/2016 | | | | | | | | | | | | | | | |
| Technical and Price Proposal Due Date: | 4 P.M. EDT | 6/28/2016 | | | | | | | | | | | | | | | |
| Oral Presentation/Discussion Date: | TBD | 7/12-07/15/2016 | | | | | | | | | | | | | | | |
| 2. | 1 | Solicitation Schedule | Page 3 | <p>The dates for the following were modified:</p> <ul style="list-style-type: none"> • Questions Regarding Solicitation Due: • Technical Proposal Due Date: • Anticipated Date of Notification following the Initial Evaluation regarding shortlist: • Anticipated Oral Presentation/Discussion Meetings: • Anticipated Date of Notification regarding further Shortlist following the Oral Presentation/Discussion Meetings: • Anticipated Price Proposal Due Date: | <p>UMUC modifies the Solicitation Schedule as follows:</p> <p>Questions Regarding Solicitation Due: June 10, 2016, by 2:00 P.M. EDT</p> <p>Technical Proposal Due Date: June 28, 2016, by 4:00 P.M. EDT</p> <p>Price Proposal Due Date: June 28, 2016, by 4:00 P.M. EDT</p> <p>Anticipated Date of Notification following the Initial Evaluation regarding shortlist: July 11, 2016</p> <p>Anticipated Oral Presentation/Discussion Meetings: (If required and invited by UMUC) July 12, 2016 - July 15, 2016</p> <p>Anticipated Date of Notification regarding further Shortlist following the Oral Presentation/Discussion Meetings: By July 18, 2016</p> <p style="text-align: center;">Updated Page 3, attached.</p> | | | | | | | | | | | | |

| # | Addendum No. | Solicitation Section | Solicitation Reference | Question/Issue | UMUC Response/Modification |
|----|--------------|---|--|---|---|
| 3. | 1 | Section III Procurement Phases and Evaluation Process Article 1 Technical Proposal Requirements/ Initial Technical Evaluation | 2.4.2 Key Personnel references, Paragraph 2, last sentence. | The date provided in the following sentence was modified. However, all firms responding <u>must</u> supply this information within their Technical Proposals submitted on June 20, 2016 | The following sentence replaces the last sentence in its entirety: However, all firms responding <u>must</u> supply this information within their Technical Proposals submitted on June 28, 2016. Updated Page 14, attached. |
| 4. | 1 | Section III Procurement Phases and Evaluation Process Article 3 Price Proposals/ Price Evaluation | 1. Price Proposal Page, 20 | The first sentence states the following: Only the final shortlisted firms following the technical evaluation will be requested to submit a Price Proposal. | The following sentence replaces the first sentence in its entirety: All Proposers are to submit a Price Proposal. Updated Page 20, attached. |
| 5. | 1 | Appendix A Technical Forms | Acknowledgement of Receipt of Addenda Form Page, 25 | The Technical Proposal Due Date was modified. | Technical Proposal Due Date: June 28, 2016 on or before 4:00 P.M. EDT. Updated Page 25, attached. |
| 6. | 1 | Appendix B Price Proposal Form | Price Proposal Page, 32 | The following dates were modified: <ul style="list-style-type: none"> Price Proposal Due Date: The undersigned hereby submits the Price Proposal as set forth in RFP # 91418 dated <u>July 11, 2016</u>, and the following subsequent addenda: | <ul style="list-style-type: none"> The following replaces the Price Proposal Due Date: PRICE PROPOSAL DUE DATE: June 28, 2016, by 4:00 P.M. EDT The following sentence replaces the original sentence provided in RFP# 91418 issued on May 20, 2016. The undersigned hereby submits the Price Proposal as set forth in RFP # 91418 dated _____, 2016, and the following subsequent addenda: Updated Page 32 and 33, attached. |
| 7. | 1 | Appendix C Contract Forms | Sample Contract, Recitals Page, 39 | <ul style="list-style-type: none"> Correction: The following wording was removed in the first sentence: | <ul style="list-style-type: none"> The following sentence replaces the first sentence in its entirety: |

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| | | | | <p>paid social media advertng management services</p> <ul style="list-style-type: none"> The dates provided in the second sentence was modified: <p>Contractor submitted technical proposal dates June 20, 216 and price proposal dated July 11, 2016, and accepted by the University (collectively, “the Proposal”) in response to the Solicitation, and the University subsequently selected the Contractor as an awardee of this non-exclusive Contract.</p> | <p>The University issued solicitation documents (Solicitation 91418) on May ____, 2016, as amended from time to time (“the Solicitation”), for pay structures and incentive plan consulting services.</p> <ul style="list-style-type: none"> The following sentence replaces the second sentence in its entirety: <p>Contractor submitted technical and price proposal dated June 28, 216, and accepted by the University (collectively, “the Proposal”) in response to the Solicitation, and the University subsequently selected the Contractor as an awardee of this non-exclusive Contract.</p> <p style="text-align: right;">Updated Page 39, attached.</p> |
| End of Addendum One dated 05/26/16 | | | | | |
| Issue/Questions - Addendum No. 2 | | | | | |
| 8. | 2 | | | Are up-to-date job descriptions for all jobs included in this study? | The majority of the job descriptions have been reviewed within the past two years. UMUC will work with managers to collect missing job descriptions or to confirm accuracy. |
| 9. | 2 | | | Are the number of jobs listed in the RFP unique, or does this list include jobs that may be similar but are in different locations? | Counts represent the number of unique jobs. As part of the analysis, UMUC anticipates similar jobs being identified and combined where appropriate. |
| 10. | 2 | | | Are the overseas jobs local nationals, expatriate or both? How many of each? | The vast majority of our employees are US citizens. However, UMUC has a small number of local national employees. Historically, local nationals are paid similar to US Citizens and this is anticipated to continue. |
| 11. | 2 | | | Do you currently have any incentive plans in place? | No. |

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| 12. | 2 | | | To clarify, this proposal does not include analysis of target country social security and benefits laws applicable to the jobs being priced in this engagement? | No. |
| 13. | 2 | | | Why is UMUC conducting this engagement at this time? | UMUC has received approval from the Board of Regents to create HR policies separate from the University System of Maryland (USM). As such, UMUC will no longer be held to the USM Exempt pay structure, which is not a market-based structure. It is UMUC's desire to create a true market-based structure, and ensure uniformity and consistency between our stateside and overseas structures. |
| 14. | 2 | | | To what extent is the FLSA work in response to the final regulations, or does the institution have specific concerns regarding classification of its positions? | The final regulations have created further urgency. UMUC intends to audit the FLSA status of at-risk positions. |
| 15. | 2 | | | To what extent has UMUC considered implementation of this new compensation structure (March 2017, from RFP), with the December 1, 2016 compliance date for the final FLSA regulations in mind? | The FLSA date is not driving the implementation of the structure. We are certainly open to an earlier implementation date, depending on the work and time involved to recommend and propose structures and incentive plans. |
| 16. | 2 | | | Is the expectation that the consultant will conduct a FLSA review of all 660 jobs (representing 1,328 employees) or a specific segment of this population? | No, it will be a much smaller segment of this population. |
| 17. | 2 | | | Does UMUC desire for the consultant to conduct a market assessment of the exempt staff positions or use the salary survey information that UMUC provides to redesign the pay structure? | UMUC will provide the salary survey information to be used for the market assessment. |
| 18. | 2 | | | What does UMUC mean by standardization of job descriptions: development of a new job description/template or rewriting all exempt job descriptions using the new template? | The development of a best practice job description template. |

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| 19. | 2 | | | Can you provide more detail on your expectation regarding the evaluation of existing career ladders and other career related progression programs? | Where UMUC has career ladders in place (for example, Systems Analyst I, II, III), it is our desire to have these ladders be market priced, as well as evaluated for appropriate leveling. For example, where UMUC may have 4 levels for a job, the awarded contractor shall recommend if it would be more appropriate for only 3, or vice versa. |
| 20. | 2 | | | Is the adverse impact and equity analysis a function of the new pay structure or does UMUC desire a formal pay equity analysis with respect to gender, race, and age? | This would be a function of the new pay structure prior to implementation. |
| 21. | 2 | | | To what extent does UMUC currently have an incentive plan in place today? If so, who participates in this plan and how does it work? | UMUC does not presently and has never had an incentive plan. |
| 22. | 2 | | | If UMUC is considering a new incentive plan, would this be for all employees or a subset of its employee population? | It is UMUC's expectation that the Contractor shall provide/propose to UMUC recommendations along with options and a thorough explanation of your firm's recommendations and options. Recommendations may be based on learning/findings, analysis, readiness, best practices, etc. |
| End of Addendum Two dated 06/2/16 | | | | | |
| Issue/Questions - Addendum No. 3 | | | | | |
| 23. | 3 | | | Why is UMUC undertaking these two initiatives at this time? | UMUC has received approval from the Board of Regents to create HR policies separate from the University System of Maryland (USM). As such, UMUC will no longer be held to the USM Exempt pay structure, which is not a market-based structure. It is UMUC's desire to create a true market-based structure, and ensure uniformity and consistency between our stateside and overseas structures. |
| 24. | 3 | | | When was the last time similar initiatives were conducted? | A market price review was conducted in 2012. |
| 25. | 3 | | | How many people will be on the UMUC core project team? | Four. |

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| 26. | 3 | | | Does the FLSA review include a review of exemption status for all current jobs (660)? | Yes. |
| 27. | 3 | | | What documentation exists today that can support this activity (e.g., job descriptions)? | We currently have job descriptions. |
| 28. | 3 | | | Are job descriptions up-to-date and accurate? | The majority of the job descriptions have been reviewed within the past two years. UMUC will work with managers to collect missing job descriptions or to confirm accuracy. |
| 29. | 3 | | | Will UMUC legal be involved in the FLSA review to protect attorney/client privilege? | Yes |
| 30. | 3 | | | Regarding overseas staff, please provide us with specific location/geography where the overseas staff are currently located. | UMUC's overseas locations include Europe, Asia, and Middle East. We will provide additional details when the contract is awarded to the awarded vendor. |
| 31. | 3 | | | Please confirm whether the overseas staff is local (i.e., being paid on a local salary package) or U.S. expatriates on the U.S. payroll. | The vast majority of our employees are US citizens. However, UMUC has a small number of local national employees. Historically, local nationals are paid similar to US Citizens and this is anticipated to continue. |
| 32. | 3 | | | What does UMUC mean by "the standardization of job descriptions"? Does the scope of work include writing/updating job descriptions? For all roles? | Through this process, job descriptions may need to be updated. |
| 33. | 3 | | | In terms of evaluating existing career ladders and other career related progression programs (e.g., advisors, accountants, IT support, etc.). Please share with us how many career related progressions programs are currently in place. | Currently, we have five (5) career ladders. |

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| 34. | 3 | | | What market surveys does UMUC purchase today? What is the percentage of jobs that are aligned to market data? | All f the jobs have been market priced. UMUC utilizes Towers Watson, Mercer, CUPA, HRA NCA, & Comp Data. |
| 35. | 3 | | | Will additional market data need to be provided by the selected vendor particularly for the overseas locations? | UMUC will provide the salary survey information to be used for the market assessment. |
| 36. | 3 | | | <p>We understand that UMUC is implementing Workday as the new HRIS system. Since the new job leveling, titling and pay structure may potentially impact Workday, please confirm the following:</p> <p>a. Do you expect the vendor to coordinate with Workday team on the potential impact as part of the pay structure design process?</p> <p>b. What is the targeted completion date of the Workday implementation?</p> | <p>a. No.</p> <p>b. We are targeting the completion date, July/August.</p> |
| 37. | 3 | | | We understand that UMUC currently does not have any incentive plans. Please confirm whether our understanding is correct? | UMUC does not presently and has never had an incentive plan. |
| 38. | 3 | | | What population is UMUC considering implementing a new incentive plan? | UMUC would like the vendor to propose multiple options. |
| 39. | 3 | | | Is facilitation of implementation training sessions by vendor in scope of these initiatives in addition to the | UMUC would like the vendor to supply sample communication templates. |

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| | | | | development of training and communication materials? | |
| 40. | 3 | | | Please confirm whether the target completion date of March 2017 for Phase One and May 2017 for Phase Two includes communication and training process. | No, Phase II does not include training and communication process. |
| 41. | 3 | | | Regarding the following requirement, given that this is an electronic submittal, will page breaks between major sections (e.g., 2.1, 2.2, 2.3) of the technical requirement and headings that align with the structure of the RFP be sufficient? <i>Appendix S, Item 2: "Proposers must paginate each proposal volume and are requested to provide tabs to separate responses to the technical criteria."</i> | Yes. |
| 42. | 3 | | | Does UMUC have the ability to accept binding arbitration for dispute resolution? | As a State agency, UMUC cannot waive state sovereign immunity. Maryland Tort Claims Act provides claims and remedy against the State and it Agency. |
| 43. | 3 | | | Does UMUC have the ability to waive a jury trial for dispute resolution? | As a State agency, UMUC cannot waive state sovereign immunity. Maryland Tort Claims Act provides claims and remedy against the State and it Agency. |
| 44. | 3 | | | If data is to be provided to the winning vendor by UMUC, would UMUC be willing to indemnify the winning bidder with regard to the data provision, for example, if data provided had an error that resulted in legal action by a third-party | As a State agency, UMUC cannot waive state sovereign immunity. Maryland Tort Claims Act provides claims and remedy against the State and it Agency. |

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| 45. | 3 | | | Would UMUC consider limitation of liability on the winning vendor's indemnification? | As a State agency, UMUC cannot waive state sovereign immunity. Maryland Tort Claims Act provides claims and remedy against the State and it Agency. |
| End of Addendum Three dated 06/10/16 | | | | | |
| Issue/Questions - Addendum No. 4 | | | | | |
| 46. | 4 | Scope Of Work/Requirements | Phase One: Pay Structures Page 8 | The review of Fair Labor Standards Act (FLSA) exemption status of roles/positions under current regulation is no longer a required service under this Solicitation. | The first bullet point under Scope of Work/Requirements, Phase One: Pay Structures on page 8 of the Solicitation is deleted in its entirety. However, the count of all jobs and employees subject to analysis as provided in the table following the first bullet point remains relevant as it relates to the other service requirements described in this Solicitation. |
| End of Addendum Four dated 06/20/16 | | | | | |