



**HIRING MODERNIZATION PROJECT
REQUEST FOR PROPOSALS (RFP)
APPLICANT TRACKING SYSTEM SOLUTION
EXT HRD | RFP#2019-02
Event ID# 0000002244
CONTACT: Michael Hirai at michael.hirai@sfgov.org**

Questions & Answers

June 24, 2019

This document lists questions submitted by proposers on HRD RFP#2019-02 and received prior to the submission deadline of 2 p.m. on June 14, 2019

Q1. Section 6.3.2. We would like clarification on the definition of a Prime Proposer: Specifically, is the software manufacturer required to be the prime proposer? or can an implementation partner of a software manufacturer be the prime proposer?

A1. Per section 6.3.1.2, "CCSF requires that the Prime Proposer or Lead JV Partner be the ATS provider." An implementation partner can partner with an ATS provider as a subcontractor or by forming a joint venture with the ATS provider to qualify under section 6.3.1.2.

Q2. If the Prime Proposer must be the software manufacturer, is it permissible to have the subcontractor handle all implementation and customization services via a separate contract/SOW?

A2. At this time, CCSF envisions entering into one agreement with the Prime Proposer or Joint Venture. The Prime Proposer will be responsible for the subcontractor's work performance.

Q3. Has the Department allocated funding for the Application Tracking System Solutions? If so, through which source (budget, CIP, state/federal grant etc.)?

A3. The Applicant Tracking System solution will be funded through the City's General Fund.

Q4. How is the Department currently meeting this need? Which vendor provides the incumbent Application Tracking System Solution?

A4. The current Applicant Tracking System for the City and County of San Francisco is JobAps.

Q5. Would it be possible to name the three greatest challenges the Department is having with the current solution?

A5. Refer to sections 1.4. and 1.6. of the RFP for common challenges that are experienced by candidates, hiring managers, and HR professionals/recruiters at CCSF. Additional research about these common challenges can be found on our [Request for Information](#) published in 2018 starting on Page 8 "Challenges."

Q6. Which other systems will have to integrate or interface with the Application Tracking System Solutions, and can you provide incumbent vendors for each system?

A6. Please find below the key sections of the RFP that speak to the importance of integrations and provide the relevant incumbent information:

- **Section 2.4. PeopleSoft Integration:** The Applicant Tracking System solution will need to integrate with CCSF's current Human Capital Management system (PeopleSoft 9.2).
- **Section 2.2.2.24 Creating and administering examinations (enhancements to modernize practices):** Ability to integrate with CCSF's existing exam providers (FastTest, Montage and National Testing Network: Public Safety Careers).
- **Section 2.3. Implementation Design:** CCSF is looking to implement a modular and extensible solution that easily allows products to speak to one another. Therefore, any implemented solution (whether an individual module or a broader platform implementation) must present an Ecosystem-friendly approach. Examples of modules that the Applicant Tracking System solution will need to integrate with in the future include but are not limited to assessments, auditing, and onboarding.

Q7. Which operating platform does the Department currently use? / Is desired for the Application Tracking System Solutions?

A7. CCSF is seeking a cloud-based Applicant Tracking System solution that is functional and accessible across multiple browsers including the latest version of Chrome, Firefox, Safari, and Edge.

Q8. Who is the technical contact and/or project manager for the Application Tracking System Solutions?

A8. Anne Marie Monroe is the project lead for the Hiring Modernization Team, which includes the Applicant Tracking System solution. However, all inquiries or other communications regarding this RFP should be directed to the RFP Contact, Michael Hirai at michael.hirai@sfgov.org. No other employees or officials of CCSF other than the RFP Contact should be contacted with regard to this RFP. Interested proposers can have a chance to meet the full Hiring Modernization Team at the Pre-Proposal conference on June 5th.

Q9. Does the Department anticipate any professional or consulting services may be needed to accomplish this effort? (i.e. project planning/oversight, PM, QA, IV&V, staff augmentation, implementation services etc.)? If so, what services does the Department desire and how do they anticipate procuring?

A9. It is up to each Proposer to indicate their approach to project implementation and/or professional services needed (custom development, custom integrations) to extend their existing solution to meet CCSF's needs.

One of the Minimum Qualifications listed in Section 6.3.2. of the RFP is that the Proposer's Project Manager have experience working with agile development processes and investing in feedback cycles to improve products and processes in an iterative way. CCSF expects the Proposer to work closely with the Hiring Modernization Project team at CCSF. For that work, CCSF expects to adhere to the basic practices of agile software development.

Q10. As part of the Hiring Modernization Project, what other solutions/systems/modules and/or services will be acquired to complete this effort?

A10. As part of CCSF's modular approach, CCSF plans to integrate with additional systems going forward. The implemented product will have integration points with PeopleSoft, and be extensible to

appropriately add spokes that address other needs down the road such as handling assessments, auditing, and onboarding.

More broadly speaking, per Section 1.7. Hiring Modernization Project Overview, “though this RFP is specifically focused on seeking a cloud-based ATS solution, CCSF knows that hiring does not happen in isolation, and CCSF is constantly keeping the larger picture in mind. This means recognizing that in order for CCSF to successfully modernize its hiring practices, it needs to be thinking about HR holistically and plan for other areas that touch hiring such as onboarding, succession planning, performance reviews, learning and development, etc.”

Q11. How many people do the City and County of San Francisco anticipate hiring in one year?

A11. CCSF makes about 9,000 hires annually.

Q12. What is the estimated cost of the Application Tracking System Solutions project?

A12. The cost of the Applicant Tracking System solution will not be known until vendors have submitted their Proposals and a contract has been finalized.

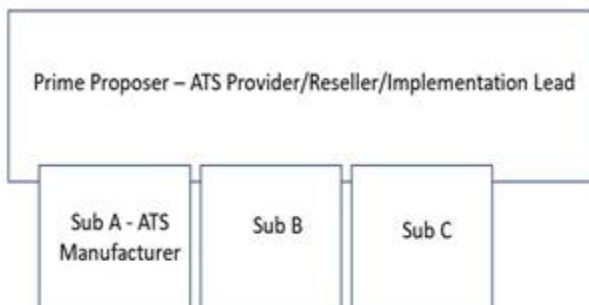
Q13. What is the number of users anticipated for the Application Tracking System Solutions?

A13. Users of the Applicant Tracking System solution will be candidates, hiring managers/individuals involved in the hiring process, and HR staff. Per year, about 66,000 candidates use the current system to submit job applications. We anticipate about 500 HR users and up to 2,000 - 3,000 hiring managers and/or individuals involved in the hiring process.

Q14. What is the estimated cost of the Hiring Modernization Project? Has funding been allocated for this effort? If so, through which source (budget, CIP, state/federal grant etc.)?

A14. Funding is allocated to the project on a yearly basis through the City’s General Fund. Funding for this project has been secured for fiscal year 2019-2020, and earmarked for 2020-2021. Because this project involves modular procurement, it is difficult to assign costs for the entire project when future systems and staff have not yet been determined.

Q15. A) Can you define Applicant Tracking System Provider? B) Is it possible for the ATS Provider (and therefore Prime Proposer) to be a licensed reseller of a commercially available ATS solution manufactured by another firm? The reseller provides the licensing for the ATS solution and primes all implementation and customization services. We’ve included an image below.



A15. CCSF does not consider a licensed reseller of a commercially available Applicant Tracking System (ATS) solution to be the “ATS Provider” and therefore cannot be the Prime Proposer.

CCSF envisions the ATS Provider to be an entity that:

- sells, leases, licenses, or otherwise provides the ATS; and
- has the authority & direct responsibility to make changes to the ATS; and
- provides & represents a direct relationship of the ATS to CCSF and its users

Q16. One additional question I had was around your budget restrictions. Do you have a set budget range for the vendor of choice and would it be possible to provide that budget range?

A16. At this time, a budget range for the vendor of choice has not been set; it will partially depend on the cost estimates received with the proposals. Please also refer to the answers to questions 3, 14, 75, & 78. Funding beyond FY 2019/2020 is yet officially allocated.

As a point of reference, the broader Hiring Modernization Project has been allocated \$2M for FY 2019/2020. This includes additional costs including internal staffing, but hopefully provides the vendor community with a better understanding as to how the team is thinking about budgets broadly speaking.

Q17. Please provide the details of application and other tools used by CCSF to manage ATS Process as of now?

A17. Our current Applicant Tracking System is JobAps. There are five integration points with PeopleSoft HCM as documented in RFP Section 2.4.

Q18. What are number of offer letter templates currently in use?

Q18. There are two types of offer letters issued by CCSF: conditional offer letter and final offer letter. There is a high-level template for each that the Department of Human Resources has provided to CCSF departments for their use; however, CCSF departments are allowed to modify them for the specific position being offered. As such, it is difficult to provide an exact count across CCSF.

Q19. Please provide number of recruiters in each dept.?

A19. CCSF currently has 427 HR staff who are involved in recruitment/hiring. These staff members have a different job classification from recruiters which is a much rarer, but emerging position at the City and County of San Francisco. There are currently six [recruiters](#) at the City and County of San Francisco. The Department of Human Resources and Department of Public Health have two each. The SF International Airport and SF Department of Public Works each have one recruiter. This number is representative of individuals whose main job responsibility is to do recruiting. HR Professionals may also do outreach, however, as a part of their job duties.

Q20. Do you currently have an ARPO (an external recruiting partner)? If yes, would the partner use the ATS system to hire for CCSF?

A20. CCSF occasionally uses an external recruiting partner for executive-level positions, but they do not use the ATS (and we do not foresee them doing so in the future). Generally, the external recruiting partner collects application materials directly from candidates. At the end of the recruitment process, CCSF HR staff enters into the ATS any pertinent information regarding the selected candidate and the hire action.

Q21. Please provide the List of Languages in scope.

A21. The solution will only be used in English but will need to be accessible to people for whom English is not their native language. All vendors must meet a minimum requirement of having implemented a product that meets Gov Sec 508 and WCAG 2.0 or 2.1 guidelines as outlined in Section 6.3.2. Minimum Qualifications.

Q22. Please provide the number of external service providers to be integrated for Background Checks

A22. Currently CCSF administers background checks after conditional offer letters have been sent and accepted by the candidate. Because of this, background checks are considered part of the onboarding process and not part of this RFP specifically. CCSF completes all background checks through the Department of Justice (DOJ) and the Federal Bureau of Investigation (FBI). CCSF does not expect to integrate directly with DOJ/FBI for the time being.

Q23. Is Recruitment Process Outsourcing followed? If yes, please provide details of the process you follow for RPO (Recruitment Process Outsourcing).

A23. CCSF has an existing list of pre-approved vendors to be used for external recruitment services. A CCSF department may also issue a Request for Proposals in order to procure external recruitment services from a vendor not already on the pre-approved list. For additional information, please refer to the answer to question 20.

Q24. We understand that onboarding is out of scope. Please confirm.

A24. Onboarding is indeed out of scope.

Q25. Please confirm there are 3 external exam providers (FastTest, Montage and National Testing Network: Public Safety Careers) that need to be integrated?

A25. These are the three exam providers that we use today. Currently, there is no integration with them, which results in a lot of manual scheduling of candidates, pulling reports of scores, manual data entry of scores and human error potential. However, as indicated in the RFP, the system should be able to integrate with these three and potentially other exam providers to pull in exam scores [assuming the exam providers have well-documented/well-structured Application Programming Interfaces (APIs)].

Q26. Are there any skill assessment providers (separate from exam providers) that need to be integrated?

A26. There are no additional skills assessment providers (separate from exam providers) at this time that need to be integrated. However, we do expect our needs to continue to change in the future which is why we have expressed wanting to take an ecosystem-friendly approach to this initiative that would allow us to integrate with other skills assessment providers in the future.

Q27. Please provide the approximate number of candidate application flows (ways of candidate application coming in) and candidate selection flows (ways of candidate getting selected) are in scope

A27. Currently, there are three ways that a candidate application can come in: (1) The candidate applies to a publicly posted recruitment, (2) the candidate applies to a position posted for internal purposes (i.e., a transfer); and (3) candidate data is manually entered by an HR Professional (this process is often used for elected officials).

Although there are many different “types” of hires, a candidate is selected through an examination and/or interview process. If an examination is required, which is the case for all permanent civil service positions, the process requires hires to be made from an eligible list. Please reference RFP Section 11 Background Information on Unique Government Processes for more information on the examination, eligible list and certification/referral processes.

Q28. Does CCSF do seasonal hiring? If yes, when and at what volume?

A28. CCSF does conduct seasonal hiring. Examples include summer workers at the Recreation & Parks Department and additional staff needed during election season. In 2018, there were 278 hires designated “Seasonal”.

Q29. Would the data for migration be extracted and provided by CCSF, or do you expect the ATS implementer to extract data from current system?

A29. If needed, CCSF intends on working with the current ATS vendor to extract existing data and does not necessarily expect the ATS implementer to extract it from the current ATS system though expects all parties to work closely together to ensure the smoothest transition possible.

Q30. Please confirm whether only active candidate data will be migrated?

A30. There is additional data that will need to be migrated for business, legal, and/or civil service rule-based reasons. All the different types of data that will need to be migrated have not been defined and CCSF expects to work closely with the selected vendor to decide what can be reasonably migrated.

Q31. Are resumes to be migrated to the new system ? If yes, please provide an approximate number of resumes to be migrated.

A31. We expect to have resume data and will work closely with the selected vendor to determine whether it makes sense to migrate them into the new system.

Q32. Are there any other unstructured data migration requirements?

A32. In the current system users can upload other attachments and we expect to work closely with the vendor to determine whether it makes them to migrate them into the new system.

Q33. What is the middleware tool used for integration at CCSF? Or Provider can suggest?

A33. There currently isn't a middleware tool being used for integration and CCSF is open to Provider suggestions.

Q34. How many integrations are envisioned or to be provided based on the process flow mentioned in the RFP document?

A34. The RFP specifies some key integration points the most important of which is with PeopleSoft HCM as is documented in Section 2.4. PeopleSoft Integration.

Other integrations described in the RFP include (please note that some of these are under “elements to build a strong foundation” while others are “enhancements to modernize practices”):

- 2.2.1.9. Seamless integration with social media sites and job boards to increase visibility of job opportunities

- 2.2.2.5. Ability to integrate with exam providers and pull in exam scores from those providers, assuming the exam providers have well-documented/well-structured Application Programming Interfaces (APIs)
- 2.2.2.22. Ability to integrate with tools that verify minimum qualifications (e.g., education, experience, etc.)
- 2.2.2.24. Ability to integrate with CCSF's existing exam providers (FastTest, Montage and National Testing Network: Public Safety Careers) and to push/pull information to/from them
- 2.2.5.12. . Seamless calendar integration to assist with efficient and accurate scheduling of interviews and other meetings that might be required to complete the hiring process. CCSF currently uses Microsoft Office 365 for email and calendar.
- 2.2.7.1. Email integration to track all communication in one place and be able to easily access historical communication (CCSF uses Microsoft Office 365)

More broadly speaking, as is stated in Section 2.2.8.9., CCSF believes it can modernize current practices by having the “ability to plug into an Ecosystem of pre-built integrations to provide CCSF with an easy way to improve hiring processes and offer new features to Users.”

Lastly, CCSF envisions needing to integrate with other tools and modules in the future and therefore wants to make sure the Applicant Tracking System solution can support that. And this aligns with the broader desired implementation design documented in Section 2.3 which states: “CCSF is looking to implement a modular and extensible solution that easily allows products to speak to one another. Therefore, any implemented solution (whether an individual module or a broader platform implementation) must present an Ecosystem-friendly approach.” And the copy in that section goes on to specify what CCSF means by that.

Q35. How many external recruiting sites are to be integrated for each country? Which are those?

A35. The applicant tracking system solution will be expected to integrate with any recruiting site that has well structured/well documented APIs. With the right structure, from a technical perspective, we do not expect to have to identify the exact number and names of external recruiting sites. Per section 2.3. Implementation Design: “CCSF is looking to implement a modular and extensible solution that easily allows products to speak to one another. Therefore, any implemented solution (whether an individual module or a broader platform implementation) must present an Ecosystem-friendly approach.”

Q36. What is the expectation on Implementation timelines?

A36. CCSF envisions going live with the ATS in Summer 2020. We understand that the ATS components responsible for the unique government hiring processes referred to in Section 2.2. of the RFP (i.e., 2.2.3 “Creating a ranked list of eligible candidates” and 2.2.4 “Matching positions with eligible candidates”) may require customization or custom development, and therefore may require additional time to implement. Full implementation of the ATS, including the aforementioned components, should be completed by Spring 2021.

Q37. Does CCSF prefer a phased implementation or a big bang go-live for all departments?

A37. CCSF prefers a phased implementation plan. Per section 1.9 Agile Development and User Centered Design Principles: “CCSF will follow a frequent, iterative implementation cycle in accordance with agile best practices and user-centered design principles. The Proposer will work collaboratively with CCSF, and potentially other vendors, following an agile methodology. All parties will work in short, regular intervals (called “sprints”), each two to four weeks long depending on CCSF’s preference.”

Q38. Are there any blackout periods when go-live cannot happen?

A38. There are no foreseen blackout periods around go-live, but sufficient notice would need to be given to hiring departments about the go-live date so that recruitments can be planned around it.

Q39. Please provide the number of users to be trained ? We assume that we leverage Train the Trainer approach and end user training to be done by CCSF Key users?

A39. CCSF would definitely like to leverage the “Train the Trainer” approach, but CCSF also values the vendor interacting directly with the core users of the system. We envision this to happen through user testing sessions as well as training sessions and could involve participation from a combination of HR professionals, candidates, and hiring managers. The “train the trainer” approach will be most useful to train current staff (HR professionals and hiring managers) and CCSF expects to leverage the existing 65 power users to ensure everyone is making the most of the new ATS solution.

Q40. Is post go-live support expected to be provided from onsite or we can have support from offshore?

A40. Post go-live support does not necessarily have to be provided onsite. The key is that support is provided in a way that meets users’ needs.

Q41. Can we leverage ticketing tools used by CCSF or can provider recommend?

A41. Provider can indeed recommend a ticketing tool. There are tools used throughout CCSF but the Hiring Modernization Project team is open to discuss the best option with the Provider.

Q42. Does the San Francisco Sunshine Ordinance offer any protections for a vendor’s confidential and proprietary intellectual property, which may cause irreparable competitive damage if released to other vendors?

A42. San Francisco Sunshine Ordinance does not offer protections for a vendor’s confidential or proprietary intellectual property. Please exclude confidential or proprietary information in all documents.

Q43. Requirement 2.2.2.10 and section 11.1.2 of the RFP refer to scanning and scoring exam answer sheets.

- a. **What brand and model of answer sheet scanning devices does the City/County use, and how is communication with the device(s) handled today?**
- b. **Does the that communicates with the scanning device have the capability to output the answer sheet data to a file or web service?**
- c. **If so, What is the structure of the data that is loaded into the existing system (file format, data layout)?**

A43. Today, the creation, scanning, and scoring of exam answer sheets are completed and housed through the City’s current applicant tracking system (JobAps). The answer sheets and answer key are scanned with a generic scanner at the Department of Human Resources (in other words there is not one make/model needed). A TIF file is created upon scanning. That TIF file is uploaded into the current applicant tracking system (manually), where it is then converted to a CSV file. The system then generates a score for each candidate tested.

Please note that moving forward the goal is for the ATS solution to provide CCSF with the ability to scan and score in-person exam answer sheets and import the scores. CCSF is open to vendors providing

alternative solutions to meet this need (and/or partnering with other vendors that provide these capabilities).

Q44. Regarding legacy data migration: does the current vendor offer capabilities to extract all data required by CCSF with a comprehensive data dictionary?

A44. The current vendor does offer capabilities to extract data required by CCSF. At this time there is not an existing comprehensive data dictionary, but CCSF expects to work closely with vendors to put one together moving forward.

Q45. Requirement 2.2.2.11 describes the capability to share anonymized exams with raters. Please characterize the types of exams you are referring to. Are they essay exams, short answer exams?

A45. Any examination that requires raters to review a candidate's response and provide a rating should be anonymized. The rater should not know the name of the candidate that they are reviewing. Of the exams referenced in Section 11.1.1. of the RFP, this includes behavioral consistency questionnaires, oral, performance, and written essay exams.

Q46. In order to give the City the best response to the RFP, we request a two week extension to the due date. We feel this two week extension will allow for a more complete proposal and hence better next steps in the procurement process.

A46. We regret that we cannot grant an extension to the July 3 due date. CCSF must conduct interviews during the week of August 12, which unfortunately leaves no opportunity to amend the evaluation schedule that has already been set for the rating panel.

Q47. It appears that document HRD-RFP_2019-02_TemplateE1.xlsx does not contain requirements from section 2.2.3 and 2.2.4 in the main RFP document. Was that intentional?

A47. Yes, sections 2.2.3 Creating a Ranked List of Eligible Candidates and 2.2.4 Matching Positions with Eligible Candidates are two parts of the hiring process we know are unique to government and CCSF specifically. Because of this CCSF does not expect all vendors to meet these requirements "out-of-the-box" and are therefore not evaluated through the "Core Competencies" section of the evaluation. Other sections of the evaluation criteria (predominantly section 6.4.5 Creativity and Problem Solving) assess vendors on their ability to think creatively to extend their ATS to meet these complex requirements over the coming years.

Q48. 2.2.2.11. Ability to share anonymized exams with raters, and then be able to add the results back to the applicant's profile. Should we assume that "Anonymized exams" means the rater does not know the identity of the candidate, but it might mean that the recruiter does not know the identity of the rater.

A48. "Anonymized exams" means the rater does not know the identity of the candidate.

QUESTIONS & ANSWERS FROM THE PRE-PROPOSAL CONFERENCE (JUNE 5, 2019)

Questions are from in-person and remote attendees

Q49. It was mentioned that HR Managers had issues with accessing today's Applicant Tracking System (ATS). Can you provide more detail?

A49. Most hiring managers do not have access to our current ATS. One reason is due to confidentiality of the process. Hiring managers should get access to know certain information such as the status of the recruitment, but they shouldn't know who applied and the results of any specific candidate: did they pass the examination, did they make it onto the eligible list, where are they ranked on the eligible list, etc. We want to make sure hiring managers are able to see the progress of the overall recruitment, but not necessarily give them full exposure to all of the data.

Additionally, hiring managers are approaching the hiring process very differently than an HR Professional does. Currently, if hiring managers were given access to the ATS, there would be a lot of language and phrases used that they wouldn't understand. There will need to be some translation into how hiring managers think about the hiring process, what language is most familiar to them, and what would be most useful for them in terms of taking action so that they can use the system in the most effective manner.

Q50. [Follow-up] So if they don't have direct access, how do hiring managers interact with the process right now? Is it through a form or is it through emails or phone calls?

A50. Hiring Managers are usually in close contact with the HR Professional responsible for that recruitment, and they may interact through email or a series of forms. Depending on how that department handles recruitment processes, the HR Professional might be very proactive in giving hiring managers detailed steps along the way, such as regular updates via email or phone. That doesn't always happen though; we mentioned earlier [in the presentation] that a pain point many hiring managers here in the City have is that recruitments fall into a "black box" and they don't know where the recruitment stands once the job announcement is posted. We understand that's not entirely a system issue, it's also a process issue. We're hoping to improve and change the way our HR Professionals engage hiring managers, involving them more because we feel it's important for hiring managers to know what's going on with their recruitment.

Q51: Can we get the list of vendors here so that we can see who we can partner with, if needed?

A51: The names of all the vendors that responded to sign up for the pre-proposal conference are listed on the first page of the Pre-Proposal Conference Summary.

Q52: Can I have the contact of the person to send additional questions?

A52: The RFP Contact is Michael Hirai at michael.hirai@sfgov.org.

Q53: What is the URL to see the answers online?

A53: The RFP and its attachments, including questions and answers submitted, is located on the SF City Partner site at sfcitypartner.sfgov.org.

Q54: In terms of the HRIS integration, do you have a team on-site that will be creating this integration? What are your expectations from the vendor for the physical creation of that integration?

A54: Currently there are five points in the process where PeopleSoft and the current Applicant Tracking System integrate, and those are all fully documented in the RFP. As we think about the integration with PeopleSoft moving forward, we've laid out three different options for how one could integrate with PeopleSoft in the future. Part of the RFP evaluation criteria is asking the respondents to tell us why they would choose one of those three different strategies and what that would look like: What is your integration strategy specifically with PeopleSoft?

Q55: What is the ideal timeline (given average of 2 months right now)?

A55: Depending on how contract negotiations go, we are hoping to begin working with a vendor or a group of vendors starting in October. What the timeline looks after that is tricky because it will be a balance between rolling this out in an iterative manner and really delivering impact to our partners. We want to deliver quickly to our users (to be able to deliver value and deliver impact as soon as possible), but we also recognize that we don't want to do a "Big Bang" reveal of a new solution overnight because that can be risky. Having to find that balance is something we've shared both with the vendors and our internal stakeholders.

Q56: How many hiring managers, HR managers and job openings do you have on an annual basis collaboratively inside CCSF?

A56: It's difficult to determine an exact count of how many hiring managers there are in CCSF, but our estimate is that there are at least 1500; however, we anticipate that future users of the system will include individuals involved in the hiring process which means potentially 2,000 - 3,000 (including hiring managers). We currently have 427 HR staff who are involved in recruitment/hiring. As for job openings, we make approximately 9,000 hires per year.

Q57: [Follow-up] Are hiring managers working with others collaboratively when receiving job applications?

A57: There is a Human Resources analyst responsible for each recruitment, whether it's a permanent civil service recruitment which requires an exam process or what we call an exempt recruitment which does not require candidates to go through an exam and eligible list process to be hired. The Human Resources analyst will receive and screen each application based on the minimum qualifications that are stated on the job announcement. If the HR analyst has a question about a candidate's qualifications, they may consult with someone who's considered to be a subject matter expert who could provide feedback on whether or not that applicant meets the minimum qualifications. It's quite common that the hiring manager only sees applications at the time of interview.

Q58: Do we know the current applicant tracking system used?

A58: The current Applicant Tracking System for the City and County of San Francisco is JobAps.

Q59: When was the last time job classifications were renewed/updated?

A59: CCSF has over 1100 job classifications. They are updated on an as-needed basis. It's not a process where we take a look every five years, go through all of them and then update them. Instead, typically when a Human Resources analyst is in the process of conducting an exam for a position, they perform a job analysis with subject matter experts in order to learn about skills needed for the position and

develop the exam criteria. Every once in awhile, the job analysis results show that the job specification is outdated or the minimum qualifications are no longer sufficient (e.g., we may need to lower or raise them). At that point there's a separate process for the job classifications to be updated. Many of our job classifications haven't been updated in decades but generally a lot of them have been updated in the last several years.

Q60: [Follow-up] What percentage would you say, of the 1100, are those that have not been touched in many, many years?

A60: Our estimate is that it's around 5% or less.

Q61: [Follow-up] As part of this project, will part of this project involve going through our job classifications and updating them?

A61: In terms of implementing an Applicant Tracking System solution, that may not be part of the process. We would like to have all of the CCSF's job classifications be accessible through the applicant tracking system or somehow stored there, so that HR Professionals when they are creating a job announcement can just go to the job specification and copy it or use it as a base to create their job announcements. We would like to have something like that but there wouldn't be an effort at this time as part of the Applicant Tracking System procurement to do a classification overhaul.

We are definitely aware of how big a role job classifications play in the hiring process. It is referenced as one of the hiring modules in RFP Section 2.2. Overview of Services. We want to take a more modular procurement approach to this project, so rather than procuring something that would cover all of these modules we're really focusing on the ATS side of things with this RFP and the job classifications will potentially get tackled later.

Q62: Will you have a dedicated team for the implementation?

A62: The Hiring Modernization Project team [Anne Marie Monroe, David Huebner, Monique Baena-Tan, William (Bill) Miles II] are the dedicated team for managing the implementation process for this project. They all bring different perspectives to the table: Anne Marie and Bill have been in Human Resources here at the Department of Human Resources for several years. David and Monique have a background in bringing digital services to government, focusing on HR specifically and bringing technology to Human Resources practices with a data-driven approach.

We do plan on adding a [CCSF job classification] Senior Business Analyst to help with the implementation process of not just the Applicant Tracking System but also future systems that we hope to acquire. As discussed in the RFP, the CCSF's HRIS is PeopleSoft and administered by the Controller's Office. We expect that the Controller's Office may assemble a team of their own, if necessary, to partner with us and the selected vendor(s) on the implementation of this applicant tracking system solution and future systems we acquire.

Q63: Do you have system integrators on-site for PeopleSoft? Or is the expectation that the vendor will do it?

A63: There is a team within the City's Controller's Office who's planning on being part of this project that will be helping with the integration, depending on what the selected vendor proposes as the solution for that integration. One of the potential things that we have put forward is to integrate with a third-party integration platform. That type of integration will look different than one that just builds on

the existing five integration points that exist today or if a Proposer decides to build out an API layer or a hub which is another one of the alternatives that we propose.

Q64: Has your team implemented a similar type of software in the past three years?

A64: To this scale, no, but the City's Controller's Office has experience integrating with various systems at a very large scale, such as financial systems. The project's consultants have experience pulling together different pieces of technology in the HR space, but not to the size of 35,000 people.

Q65: Right now it's 150,000 applicants, 9000 hires = ~6%. What's that percentage in 3 years?

A65: We do not know the exact percentage of hires versus candidates to expect in the next 3 years. However, our analysis indicates that a large number (30%) of City employees will be eligible to retire over the next ten years.

Q66: How many job postings remain open in the system / unfulfilled?

A66: Our job website typically has over 175 recruitments posted publicly on a weekly basis. The second question about how many are unfilled, we have some classifications that are definitely difficult to fill such as managers who require a specific skill set. Some positions have high turnover such as our bus operators and dispatchers, which are very stressful jobs. Another example is our trades - Power House Operator is a very special skillset and there aren't many people so we have a little difficulty closing those in a timely period. There are also jobs within a class with special requirements such as bilingual or other specialized skills.

Q67: Where do you advertise jobs today? Do you source passive candidates?

A67: For positions that have low minimum qualifications, all we do at this point in time is post on our Applicant Tracking System and let candidates come in. These recruitments get hundreds of applications so we don't need to go out for some of those classes and get additional candidates. Our website also gets scraped from a number of sources. For example, currently Indeed takes jobs from our site and posts on their own page. If we know that a position is difficult-to-fill or we notice that the recruitment is not getting enough candidates, then we use Craigslist, CalOpps, or trade-specific sites or schools to try to obtain additional candidates. In the future, we do hope to have the system tell us which ones are not getting enough candidates so that we enable more targeted outreach.

Q68: [Follow-up] Do we have any employee referral program?

A68: To date, we do not.

Q69: For the unique CCSF processes, are those run on your current Applicant Tracking System today or is most or all of that happening outside the system?

A69: The processes of "Creating a ranked list of eligible candidates" and "Matching positions with eligible candidates" (refer to section 2.2 of the RFP) are both run in our Applicant Tracking System today. Most HR Professionals are administering exams with many applicants and multiple exam components, therefore they utilize the exam scoring feature built into our current ATS. The ATS calculates the score, standardizes them, and then creates a report which is essentially for the eligible list of candidates in ranked order. At this time the cert/referral process is also done within the ATS. Those two pieces (exam scoring and cert/referral) are customized parts of our current ATS.

Although, parts of these processes occur in the Applicant Tracking System, they still involve a lot of manual work that happens outside the system as well. In the RFP, we do talk about wanting to move

towards a world where some of these pieces are automated because we know that what we are dealing with here is dynamic supply and demand.

Q70: How are assessments administered, via the computer or manually?

A70: Both. Some assessments such as oral and performance exams require raters to give evaluations in person. For other assessments, such as a Behavioral Consistency Questionnaire, raters are sent the questions and candidates answer them. That could be done over the computer or manually, depending on the format of the questionnaire. In the RFP, there is language about multiple-choice exams given through a computer environment, some remotely and some in person. We also have in-person multiple-choice examinations for larger groups where answers sheets are bubbled and filtered through a machine to obtain the candidate's score. More detailed information on each assessment can be found in RFP Section 11.

Q71: If hiring managers are considered "casual users," how many "power users" does CCSF have?

A71: At our most recent count, we have 427 administrative users ["power users"], majority of whom are HR analysts and clerks. At this time, hiring managers (who are not in Human Resources) either don't use the system or don't have access to the system.

Q72: What do advanced resources on your end look like? Is there an internal team of developers or internal team for change management?

A72: There are individuals from the Controller's Office that would help with various integration work that would need to happen with regards to PeopleSoft and we are hiring at the Department of Human Resources to add to this team specifically. With regards to change management, that is something that we as a team are leading and something we recognize is an essential part of this project. We know that this is going to be a big change for people: we're changing their systems, we're changing their processes, and we're hopefully changing some rules. We know that it's going to take time and we know that there's going to be pushback and one of the ways we've already tried to address this is by having a very open, collaborative process from the beginning so all the work and all the research we've done from two years ago until now has been trying to engage people as much as possible, trying to understand what their challenges are, where it is that they are coming from, and how can we make their lives easier, which will really help with change management in the long run.

Q73: Is automation/mobile ATS expected?

A73: We do expect aspects of the system to be accessible through a mobile device. One of the things we talk about in RFP Section 1.4. is that the ways people search and find jobs has changed and the way that we collaborate has changed, so a hiring manager might want to give feedback on the people that they interviewed and they may want to do that on their phone while they are sitting on the bus or the train. Similarly, we know candidates might be searching for jobs on their phones for various different reasons and so we want that to be accessible to them for sure.

For the automation part of this question, absolutely we do want to move towards a world where we have more parts of our hiring process automated. We know that's not something we're going to be able to do overnight. Due to the complexity of the hiring process and different factors to take into consideration, automation will need to be unpacked and iterated on.

Q74: Would you like the ATS vendor to help participate in requirements design/change management process?

A74: Yes. This RFP is very much about finding the right partner who has the same values as us, who has the same working style as us and that definitely means the vendor actively participating in user research, user testing, and actually being here to show and developing new features or new launches to the people who are actually going to be using the system.

Q75: What is the allocated budget for the procurement of the Applicant Tracking System? In other words, is there a budget limit?

A75: The funding for this project and for the Applicant Tracking System solution comes from the City's general fund. There's an approval process that we as a team must first go through to request funding in order to continue this project and keep our initiative moving; that funding is allocated to us on a yearly basis. We do have funding granted to us for this coming fiscal year 19/20 and additional funds earmarked for Fiscal Year 20/21, but we have to report to the committee that decides whether we get money and how much we get (CCSF's Committee on Information Technology, aka "COIT") on a yearly basis (i.e. detailing what is our process is and what it is we are going to be working on).

Q76: Have you established key success metrics? Can you share a few? Attraction, retention, etc.

A76: There are three layers to this.

- **Time-to-hire:** Part of the funding for this project gets allocated through the Committee on Information Technology (COIT) and the team formally presents to COIT as part of that funding process. In our presentations to COIT, the key success metric is time-to-hire. It is currently very difficult to unpack time-to-hire as a metric. In 2015 the Controller's Office published a report stating that the average time-to-hire was 118 days. One of the things flagged in that report was that we unfortunately, currently, can't break down time-to-hire into its individual components. Moving forward it will not only be important to measure time-to-hire and decrease it, but also be able to measure and understand its individual components so we can identify where we should be focusing as we then try to carry out interventions to improve time-to-hire.
- **City-wide HR Analytics project:** There is an HR Analytics working group here at the City that is trying to help the City define what its core HR Analytics metrics should be and, as part of that exercise, there are conversations as to whether it should be defined around attraction/retention. That's an ongoing conversation and this project would fit into that conversation.
- **Metrics per module:** Using our team's research, for each the modules in RFP Section 2.2. we have proposed different success metrics. As a team we have not agreed on each of them because we think that will be something we will do with our vendor partner; it will be based on what is the data we can collect and what is the expertise the vendor can bring to the table to help us understand how we might measure success related to each of these individual modules that make up the Applicant Tracking System.

Q77: Are you planning on migrating data and, if so, how far back?

A77: We do plan on migrating data. We have flagged that in the RFP; we also have flagged that we want to work with the vendor to determine what is reasonable to migrate. There are some rules within the City that determine how far back we do need to go; there are things that are going to be governed by CCSF's rules and there are going to be things governed by what makes sense from a business standpoint. As we go through the data migration exercise with the vendor selected, we will want to optimize for both of those things and balance the tradeoffs of actually doing the data migration.

Q78: For clarification of the budget, are you funded or are you going to be seeking to get funded?

A78: We have funding approved for this current Fiscal Year 19/20 and then they have earmarked funding for us for Fiscal Year 20/21, but in March of next year we need to go back to the Committee on Information Technology (COIT), re-present how far we've come since this last March and they then will decide do they raise that amount, or do they take any of it away. As part of our presentations to COIT, we have indicated how much we think this will cost, but there are over 100 other technology-related projects across the City for which COIT approves funding therefore COIT must be selective as to which projects they are allocating funding to and how much. COIT does understand that this is a really important project for the City and that should continue. It is important that we obtain an Applicant Tracking System that can provide us data on our hiring processes, how long it takes for us to hire, and how we can decrease that.

COIT also plays a role citywide to move the City forward in terms of how it procures technology and how it implements technology. Our project is an example of how they want to see technology projects procured and be managed in a way that follows short, iterative cycles and in a way that really engages users. We have their support and hope to continue to get funding approved by the committee, as long as we're showing progress with our work and continuing to push the importance of our project as a whole.

Q79: Is everyone in CCSF (all departments) required to use the ATS system?

A79: Yes. Some departments, however, have a mix of Civil Service employees and non-Civil Service employees. In our school district, for example, the teachers and other positions are not considered Civil Service employees and are not hired through the Applicant Tracking System. However, the Applicant Tracking System will be used for their Civil Service hires.

Q80: Is there any legacy apps for data integration?

A80: The biggest program that we have is PeopleSoft HCM 9.2. There is also some exam software that we have: FastTest, Montage and National Testing Center for Public Safety examinations. Currently, we pull the data from these systems manually but an integration piece would be a benefit for our users.