

August 13, 2003

RE: Request for Proposal – Human Resources Outsourcing

Dear:

In an effort to control spending and create efficiencies where possible Union College is undertaking a mammoth project to consider outsourcing possibilities for all of its ancillary services. It is now Human Resources turn!

Your organization has been identified as one that may be able to provide the services necessary to externally administer all or part-of our current Human Resources operation. Union College would greatly appreciate it if you would consider responding with a proposal by September 5, 2003.

For your information, Union College, founded in 1795, is a highly-selective, independent college of 2,000 undergraduates. Located in the Capital District of New York State Union is known for its distinctive blend of the liberal arts and technology. Union College currently is comprised of Union College (Undergraduate students) and the Graduate College of Union University (Graduate students). Union currently employs 749 full time employees and 89 part time employees (plus approximately 500 students and temporaries). The combined salary budget is \$ 36,719,438 and the combined benefits budget is \$12,764,000.

To assist you in understanding the scope of HR Responsibilities I have enclosed a summary of Human Resources' Major Tasks, Duties and Responsibilities and a current Benefits Packet.

If you have any questions, require additional information, or would like to meet to discuss the current operation of Union College Human Resources please let me know.

Sincerely,

Eric C. Noll, SPHR,  
Director of Human Resources

## **THE RFP PROCESS**

Please follow the procedures outlined under the **RFP PROCESS** in preparing your response and structure your proposal to address the items listed under the **RFP PROPOSAL**. This request for proposal has been structured to reduce, where possible, the time and effort needed to prepare a response and for Union College to evaluate the proposal. Brief, direct and factual responses are preferred. Two separate documents (Technical Proposal and Business Proposal) are requested so that the selection team can separately review your company's service capabilities without being biased by pricing information. Both documents must be signed by an individual authorized to commit your company to provide the proposed services at the proposed fees. The Business Response should also include a statement of commitment that can be accepted by Union College at its discretion on or before January 1, 2004. Effective date for transition would be July 1, 2004.

**I.** Two separate documents must be submitted, as follows:

**A Technical Proposal**, presenting your company's services, and

**A Business Proposal**, presenting your company's fees related to the performance of service outlined in the Technical Proposal.

**II.** Responses must be submitted to:

Eric Noll, SPHR  
Director of Human Resources  
**UNION COLLEGE**  
807 Union Street  
Schenectady, NY 12308  
nolle@union.edu

Responses must be received by **5:00 p.m.** (Eastern Time) on or before September 5, 2003. Responses received after this date may eliminate the candidate from consideration.

**III.** Selection Process

Selection of the most responsible proposals will be made after a review and analysis by Union College. Other experts, interested parties or employee representatives may be consulted to advise staff during the review and analysis process. Respondents may be requested to meet with Union College representatives and advisors to expand on proposal qualifications and experience.

#### **IV. Selection Criteria**

The successful organization will be selected upon the demonstrated ability to:

1. Act as a partner with Union College to administer the Human Resources function.
2. Provide a proven account manager who will be focused on Union College.
3. Provide superior levels of service to Union's employees and administrative staff.

#### **V. General Information**

All proposals and related materials become the property of Union College and may be returned only at its option.

Union College is not obligated to accept any proposal or to negotiate any proposal. All transactions are subject to the final approval of Union College who reserves the right to reject any or all proposals without cause for liability.

All costs directly or indirectly related to responding to this RFP (including all costs incurred in supplementary documentation, information or presentation) will be borne by the respondent.

#### **VI. The RFP Proposal - The proposal should provide:**

##### **Approach**

1. A Human Resources strategy statement indicating how your organization will best meet the varying needs of Union College.
2. A detailed analysis of how the major HR functions will be assumed.
3. A description of your approach and capabilities in terms of designing new programs and fine tuning existing programs.
4. A description of the major Human Resources-related issues facing Colleges and Universities.
5. Measurement tools to evaluate the success/failure of programs.
6. Information on systems to record, save and track data.
7. An outline of the structure of the service team that will be assigned to our account.

## **About Your Company**

1. Identify your organization's experience with respect to assimilating the HR function and what makes your organization uniquely qualified for this project.
2. How your philosophy and approach may vary between college and non-college clients and between non-profit and for-profit clients.
3. Describe the function, reporting relationships and locations of each person responsible for this account.
4. Provide a resume of the individual who will have primary responsibility for the account. Provide a brief biography of others who will be involved on the account, with a description of the role each will play in the project and any relevant experience each has had with respect to similar projects.
5. Describe three recent and successful client assignments related to Human Resources.
6. Identify three clients (College or University if possible) that you have worked with that we may contact for reference purposes.
7. Describe what steps your firm has taken to ensure that quality products and services are delivered?

## **Implementation Process**

1. Develop a project time line, summarizing the entire process beginning with this proposal.
2. Explain the transition process you would employ if your bid is successful. Include a detailed description of the implementation plan, Union's role in the process, data requirements and time frames.
3. Total number of projected hours required for this project.
  - At Union College
  - At Your Place of Business

## **MAJOR TASKS, DUTIES AND RESPONSIBILITIES BY FUNCTIONAL AREAS**

### Wage and Salary Administration

1. Administer annual salary equity budget. Make and review recommendations for salary adjustments.
2. Manage college-wide position classification system including utilization of job evaluation system.
3. Formulate job reclassification/demotion and wage adjustment recommendations as necessary.
4. Manage college-wide salary budget module and annual salary worksheet/salary letter project.
5. Review, revise and compose staff and administrative job descriptions.
6. Conduct and/or complete wage and salary surveys to ensure external market equity.
7. Record personnel information for manipulation and report generation.

### Employee Relations and Communications

1. Develop, maintain and administer Staff and Administrative policies and corresponding manuals.
2. Counsel employees and managers regarding Union College policies and procedures.
3. Write articles and produce monthly Human Resources newsletter and HR email bulletins.
4. Maintain files on problem employees and assist departmental managers on appropriate use of disciplinary program.
5. Coordinate and develop wellness initiatives.
6. Coordinate and develop morale enhancing initiatives.
7. Create, maintain and manage Human Resources and Administrative Services web sites.
8. Prepare Staff and Student Directories for printing. Project includes distributing and collecting privacy statements, auditing information, and producing final product for printing.
9. Coordinate bus trips and facilitate Broadway Tickets Program.
10. Facilitate discount ticket programs to Great Escape, Enchanted Forest Water Safari, Busch Gardens, etc.
11. Compile employee listing for Recognition Luncheon and President's Quarter Century Club.
12. Plan and provide annual Employee Recognition Luncheon and Employee Thank "U" Picnic.
13. Administer "U Are A Treasure" program.

### Recruitment and Staffing

1. Develop and place advertisements for Faculty, Staff and Administrative job vacancies. Decide upon ad content, length and ad placement.
2. Assist departments with search process including interview training.
3. Oversee Job Requisition and Job Posting process for effectiveness and legal adherence.
4. Maintains up-to-date requisition log and job applicant register. Type and distribute all job postings. Separates, logs, and forwards all applications and resumes.

5. Attend area job fairs and prepare materials attracting applicants to Union College.
6. Coordinate placement of temporary employees including retiree, temporary and agency placement.
7. Counsel prospective employees concerning available positions, benefits and Union College.
8. Review and process bills for classified advertising.
9. Type and send change of status and new employee letters. Prepares new employee packets.
10. Provide information to job applicants regarding available positions, benefits and Union College.
11. Maintain up-to-date requisition log and job applicant register. Type and distributes all job postings.  
Updates labels used for posting distribution. Creates position vacancy folder and log sheet.
12. Separate, log, and forward all applications and resumes (including electronic submissions).

### Benefits

1. Administer complex “cafeteria-style” benefits plan including 16 components and flexible medical and dependent care reimbursement account.
2. Perform quarterly review of benefit plan performance and make recommendations for update or change.
3. Annually review overall benefit plan performance and develop new employee/employer rate structure.
4. Annually review benefit plan vendors and make decisions for additions, changes or deletions.
5. Annually develop benefit budget models and recommendations for plan addition, deletion and/or change.
6. Annually update databases to reflect changes in benefit plan premiums
7. Annually prepare the employee personal benefits summary for distribution in preparation for open enrollment in Nov/Dec.
8. Annually coordinate Benefits Fair including solicitation of vendors, physical layout, program offerings and conduct employee open enrollment counseling.
9. Handle application processing and database updates for employee open enrollment individual benefit enrollment changes.
10. Develop and approve communication pieces and annual benefit fair packets.
11. Prepare Benefit Plan packets. Schedule and provide new employee benefit orientation sessions.
12. Coordinate Retirement Plan Orientation sessions and Retirement plan counselor visits.
13. Manage moving policy and process moving expense requests.
14. Handle Student Insurance program administration including rate setting, development of brochures/ related forms, answer questions and assist with claim submissions and problem resolution.
15. Handle Student Athlete insurance including program design and negotiation of annual rates.
16. Administer Employee Scholarship program including the review and approval of scholarship requests.
17. Produce RFPs and conduct solicitation for consultants, vendors, etc.

18. Administer College's Workers Compensation program including being named as a Director for the New York College and University Risk Management Group.
19. Continually review and make recommendations concerning Workers Compensation and Disability administration and claims.
20. Administer and oversee annual College wellness efforts including flu shot clinics, exercise programs, smoking cessation and weight loss clinics, etc.
21. Counsel employees and potential employees concerning Union College benefits.
22. Receive, review and process Human Resources, Payroll, benefit and retirement plan application forms. Process benefit plan enrollments including reviewing form for accuracy, informing vendors, and logging enrollment into HR systems.
23. Communicate benefit enrollment, change and deletion information to benefit plan providers.
24. Process monthly insurance bills for payment to insurance vendors.
25. Annually audit Union's benefit plan enrollments for accuracy.
26. Process per pay period retirement plan contribution and deduction information for payment to retirement plan vendors
27. Review, maintain and distribute Summary Plan Descriptions (SPDs) and Summary Annual Reports (SARs).
28. Manage claims processing function including receiving, completing and filing claims for Disability, Workers' Compensation and Unemployment Insurance. Counsel employees concerning expected benefits. Coordinate return to work efforts and arrange with carriers for initiation of private investigations.
29. Assist with the administration of the Faculty/Staff Home Assistance Program including apartment rentals.
30. Coordinate and administer Early Retirement incentive programs
31. Provides brochures/forms and answers questions regarding Student Insurance program.

### Training

1. Develop employee training initiatives including, but not limited to: Supervisory Training, Performance Evaluations, Interviewing, and Policy Interpretation.
2. Conduct training workshops and seminars.
3. Train departments on Union College employment policies and procedures. Present at department chair and new faculty orientation sessions.

### HR Systems and General Administration

1. Perform Human Resources informational and systems functions in the areas of Human Resources Information System (HRIS), Personnel/Payroll system, Accounts Receivable system including managing the development, implementation and maintenance of HRIS.
2. Collect and process employee/student-employee payroll and benefits paper work including I-9's, W-4's, Information Sheets and Benefit enrollment applications. Review, correct, and input information into appropriate computer system. Audit information and maintain data accuracy and integrity.
3. Process verification of employment forms and handle verification of employment inquiries.
4. Maintain Human Resources department filing system.

5. Monitor levels of employment and benefit forms, materials and supplies.
6. Access, verify and update information on the College's database and computer systems. Access computer terminal to verify employee information/status and enter address corrections.
7. Produce form originals using Page Maker and Word. Create required reports using File Maker.
8. Facilitate interrelations with Payroll department for problem resolution.
9. Provide annual census information for bidding of insurance products.
10. Respond to various salary and benefits surveys including College and University Human Resources Association, IPEDS and peer institution requests.
11. Track and prepare reports on new hires, promotions, transfers and termination.
12. Prepare annual turnover statistical analysis including comments and recommendations.
13. Manage and reconcile monthly retiree and COBRA benefits billing process.
14. Manage day-to-day operation and budget of the HR department.
15. Greeting visitors and answering basic inquiries.
16. Prepare and send new employee, status change and employee "To Whom It May Concern" letters.
17. Prepare filing assignments for students and delegate projects for students and temporary summer staff.
18. Annually prepare form and information bins for Benefits Fair. Schedules appointments for flu shots and other wellness offerings.
19. Handles initial review of I-9s, W-4s and Information Sheets. Maintains I-9 record books.
20. Updates Copy Center regarding new employees, terminations, changes of department.
21. Produces annual list of deceased employees for Dean of Faculty's office.

### Legal

1. Remain up-to-date with the ever-changing legal environment of the HR profession. Develop policies and make recommendations for implementation.
2. Handle VISA processing for foreign employees with primary emphasis on J-1 and H1-B visas.
3. Responsible for administrative hearings and legal proceedings including Division for Human Rights hearings, Unemployment hearings, Workers Compensation and Disability hearings.
4. Coordinate governmental compliance efforts in terms of HIPAA, COBRA and FMLA legislation.
5. Ensure legal compliance and adequate content for SPDs and SARs.