



Christopher J. Gagliastro, MCPPO
Purchasing Agent

RFP NO. 7839-W3
ISSUANCE DATE: 6/24/22

BUYER: Christopher J. Gagliastro, MCPPO

**AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER
REQUEST FOR PROPOSALS
NOTICE TO PROPOSERS**

RFP TITLE: Consultant – Hiring Assessment Centers / HR

REFER TO PAGE 7 FOR PROPOSAL SUBMISSION INFORMATION

General Conditions:

All proposals are subject to the terms, conditions and specifications herein set forth:

1. **Scope: Provide professional consulting services for hiring assessment centers as per the attached requirements and specifications of the City of Worcester Executive Office of Human Resources.**
2. A certified check or bid bond made payable to the "City Treasurer, City of Worcester" in the amount of N/A must accompany this proposal. This must be submitted under separate sealed cover marked "Proposal Security." In the case of default, the surety shall be forfeited to the City as liquidated damages.
3. All terms and conditions are applicable to this proposal except the following section(s) which are hereby deleted from this RFP: 4, 22, 23, 27
4. A performance bond in the amount of not applicable will be required. If this proposal is accepted by the City and the Proposer shall fail to contract as set forth in these requirements and to give a bond in the aforementioned amount, within ten (10) days, (not including Sundays, Saturdays, or a legal Holiday) from the date of the mailing of a notice from the City to the Proposer, according to the address given herewith, that the contract is ready for signature, the City may by option determine that the proposer has abandoned the contract and thereupon the proposal and acceptance shall be null and void and the proposal security accompanying this proposal shall become the property of the City as liquidated damages. Performance bond shall be on the City's form only (see sample on pages 12-13).

Any prospective proposer requesting a change in or interpretation of existing specifications or terms and conditions must do so within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal opening date. All requests are to be in writing to the Purchasing Division. No changes will be considered nor will any interpretation issued unless request is in our hands within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal submission date.

Any inquiries related to technical or contractual matters must be submitted in writing to:

**Christopher J. Gagliastro, MCPPO
Purchasing Director
City of Worcester, City Hall
455 Main Street, Room 201
Worcester, MA 01608
gagliastroc@worcesterma.gov**

5. Nothing herein is intended to exclude any responsible Proposer or in any way restrain competition. All responsible Proposers are encouraged to submit proposals. The City encourages participation by Minority and Women Owned Business Enterprises (M/WBE).
6. The following meanings are attached to the defined words when used in this RFP.
 - a) The word "City" means The City of Worcester, Massachusetts.
 - b) The word "Proposer" or "Respondent" means the person, firm or corporation submitting proposal on these specifications or any part thereof.
 - c) The word "Contractor" means the person, firm or corporation with whom the contract is made by carrying out the provisions of these specifications and the contract.
 - d) The words "Firm Price" shall mean a guarantee against price increase during the life of the contract.
7. All proposals and other documents relating to this RFP are subject to the public records provisions of M.G.L. c.30B and shall remain confidential until the time specified in c.30B section 6 (d).
8. All material submitted by vendors becomes the property of the City. The City is under no obligations to return any of the material submitted by a vendor in response to this RFP.
9. Each vendor's proposal must remain in effect for at least 120 days from the deadline for its submission. The City will decide upon acceptance within 120 days of submission.
10. It is understood and agreed that it shall be a material breach of any contract resulting from this RFP for the Contractor to engage in any practice which shall violate any provision of Massachusetts General Laws, Chapter 151B, relative to discrimination in hiring, discharge, compensation, or terms, conditions or privileges of employment because of race, color,

religious creed, national origin, sex, age or ancestry.

11. The City reserves the right to accept or reject any or all proposals submitted and waive informalities and technicalities.
12. The City will review and analyze each proposal and reserve the right to interview selected proposers. The City shall select the proposer, which in the City's opinion, has made the proposal best suited to the needs and goals of the City and its operations and deemed to be in compliance with the terms of this RFP.
13. The Contractor will be required to indemnify and save harmless the City of Worcester for all damages to life and property that may occur due to his or her negligence or that of his or her employees, subcontractors, etc. during the contract derived from this RFP.
14. The Contract Agreement will be drafted by the City's Law Department in compliance with the terms of the RFP and may incorporate the terms of this RFP and of the proposal selected.
15. The Proposer must certify that no official or employee of the City of Worcester, Massachusetts, is pecuniarily interested in this proposal or in the contract which the proposer offers to execute or in expected profits to arise therefrom, unless there has been compliance with the provisions of G.L.C. 43 section 27, and that this proposal is made in good faith without fraud or collusion or connection with any other person submitting a proposal.
16. Any proposal withdrawn after time and date specified, the proposer shall forfeit deposit on proposal as liquidated damages.
17. A vendor conference will be held as follows: n / a
18. The Contractor shall not assign, transfer, sublet, convey or otherwise dispose of any contract which results from this RFP, or its right, title or interest therein or its power to execute the same to any other person, firm, partnership, company or corporation without the previous consent in writing of the City. Should the Contractor attempt any of the above without the written consent of the City, the City reserves the right to declare the Contractor in default and terminate the contract for cause.
19. The Contractor shall obtain and maintain in force at all times during the term of the contract derived from this RFP, insurance coverage pertaining to Public Liability, Property Damage and Worker's Compensation as outlined in Section IV. INSURANCE REQUIREMENTS of this RFP.
20. The Contractor shall carry Public Liability Insurance with an insurance company satisfactory to the City so as to save the City harmless from any and all claims for damages arising out of bodily injury to or death of any person or persons, and for all claims for damages arising out of injury to or destruction of property caused by accident resulting from the use of implements, equipment or labor used in the performance of the contract or from any neglect, default or omission, or want of proper care, or misconduct on the part of the Contractor or for anyone in his or her employ during the execution of the contract derived from this RFP.
21. Prior to starting on the contract derived from this RFP, the Contractor shall deposit with the Purchasing Division, certificate from the insurer to the effect that the insurance policies

required in the above paragraph have been issued to the Contractor. The certificates must be on a form satisfactory to the City.

22. All prices quoted must include inside delivery, and set-up in place F.O.B. destination to pre-designated City of Worcester departments.
23. No special charges will be allowed for rigging, packing, crating, freight, express, or carriage unless specifically stated and included in the vendor's proposal.
24. The award to the successful proposer may be cancelled in the event of vendor nonperformance as may be determined by the City.
25. The successful proposer shall comply with all applicable federal, state and local laws, ordinances, and regulations. The awarded contract shall be governed under the laws of the Commonwealth of Massachusetts.
26. Purchases made by the City are exempt from Federal and Massachusetts state taxes and proposal prices must exclude any such taxes. Tax exemption certificates will be furnished upon request.
27. When the contract is executed, a performance bond, in the full amount of the contract, is required. See paragraph 4. The bond will be of a surety company qualified to do business under the laws of the Commonwealth of Massachusetts. The cost of this bond is the vendor's responsibility. Bonds shall remain in force and effect thru the performance of the contract.
28. Expenditures by the City and authorization to spend for particular purposes are made on fiscal year basis. The City's fiscal year is the twelve-month period ending June 30 of each year. The obligations of the City under any agreement to be reached are subject to the appropriation or authorization of the necessary funds. The City agrees to make reasonable efforts to obtain funding and all necessary authorization.
29. No amendment to the contract shall be effective unless it is in writing and signed by authorized representatives of both parties and is accepted by the City of Worcester.
30. The vendor (and its insurers, if any) shall bear all risk of loss or damage to the equipment which occurs in transit to the user site. The risk of loss or damage to purchased equipment shall remain with the vendor until the purchase price has been paid and title has passed. The vendor shall also bear the risk of loss or damage to leased or rented equipment during the City of Worcester's possession and use thereof subject, however to such conditions and limitations as may be stated elsewhere in the contract.
31. The vendor shall not assign or in any way transfer any interest in the contract without the prior written consent of the City provided, however, that claims for money due or to become due to vendor from the City may be assigned to a bank, trust company, or other financial institution without such consent so long as notice of such assignment is furnished promptly to the City. Any such assignment shall be expressly made subject to all defenses, setoffs, or counterclaims which would have been available to the City against the vendor in the absence of such assignment.
32. None of the services to be provided by the vendor pursuant to the contract shall be

subcontracted or delegated to any other organization, association, individual, corporation, partnership or other such entity without the prior written consent of the City. No subcontract or delegation shall relieve or discharge the vendor from any obligation or liability under the contract except as specifically set forth in the instrument of consent. Any subcontract to which the City has consented shall be attached to the original of the contract on file in the City of Worcester.

33. Neither party will be liable to the other or be deemed to be in breach of the contract for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, strikes, freight, embargoes, and unusually severe weather. If the vendor's failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the reasonable control of both the vendor and the subcontractor, and without the fault or negligence of either of them, the vendor shall not be liable for any excess costs for failure to perform, unless the equipment or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the vendor to meet the required delivery schedule. Dates or times of performance will be extended to the extent of delays excused in this section, provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.
34. The vendor shall provide to the City of Worcester a warranty and a commitment which clearly states that all equipment and services proposed and supplied by the Vendor, and/or its subcontractors, performs as expected and promised by the Vendor.
35. The vendor represents that no person other than bona fide employees working solely for the vendor, have been employed or retained to solicit or secure this agreement upon an arrangement or understanding for a commission, percentage, brokerage fee, gift or any other consideration contingent upon the award or making of this contract. For breach or violation of the representation, the City shall have the right to annul the contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover the full amount of such commission, percentage, brokerage fee or other consideration.
36. Any contract made by the City in which the Purchasing Agent or any employee of his/her department, the heads of using agencies or any other officer or employee of the City having a part in the placing of such contract is financially interested, directly or indirectly, shall be void.
37. The vendor shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion or medical handicap. The vendor agrees to comply with all applicable Federal and State Statutes, rules and regulations prohibiting discrimination in employment including: Title VII of the Civil Rights Acts of 1964; The Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973; Massachusetts General Laws Chapter 151B, Section 4 (1) and all relevant administrative orders and executive orders.

If a complaint or claim alleging violation by the vendor of such statutes, rules or regulations is presented to the Massachusetts Commission Against

Discrimination (MCAD), the vendor agrees to cooperate with MCAD in the investigation and disposition of such complaint or claim.

In the event of vendor noncompliance with the provisions of this section, the City shall impose such sanctions as it deems appropriate, including but limited to:

- 1) Withholding of payments due vendor under the contract until vendor complies.
- 2) Termination or suspension of the contract.

SUBMISSION OF PROPOSALS

38. Proposals must be submitted in two (2) packages according to the instructions below. The City intends to consider responses in the Technical Proposal evaluation requirements before considering costs. *Therefore, no reference to pricing may be made in the Technical Proposal.*

A sealed package containing **the original, 2 copies and 1 PDF copy on USB drive** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

Consultant – Hiring Assessment Centers / HR – Technical Proposal

**455 Main Street, Room 201
Worcester, MA 01608**

Re: RFP No. 7839-W3

A sealed package containing **the original copy** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

Consultant – Hiring Assessment Centers / HR – Price Proposal

**455 Main Street, Room 201
Worcester, MA 01608**

Re: RFP No. 7839-W3

PRICE PROPOSAL PAGE IS LOCATED AT END OF SPECIFICATIONS

Proposals must be delivered no later than Wednesday, July 20, 2022 at 10:00 AM LOCAL TIME. *Late submissions will be rejected, regardless of circumstances.* The City is not responsible for submittals not properly marked.

The evaluation and cost proposals will remain confidential until a formal and finalized contract has been executed.

RFP EVALUATION

39. The City of Worcester Purchasing Agent will assign an evaluation team, hereafter referred to as the Selection Committee, to perform a full and complete evaluation of RFP submittals. The Purchasing Agent will ultimately forward a formal recommendation of award to the City Manager who has final award authority.
40. RFP evaluation responses will be evaluated by the Selection Committee based directly upon vendor's response to mandatory and comparative evaluation criteria. Vendors must meet or exceed the mandatory criteria requirements or be rejected as non-responsive.

Comparative criteria will be evaluated by use of four (4) rating categories as set forth by M.G.L. Chapter 30B:

- 1) HIGHLY ADVANTAGEOUS - Vendor's submittal meets all the stated requirements and offers significant performance above the stated requirements.
- 2) ADVANTAGEOUS - Vendor's submittal meets the stated requirements without risk or disadvantage.
- 3) NOT ADVANTAGEOUS - Vendor's submittal contains some risk or disadvantage but is not unacceptable.
- 4) UNACCEPTABLE - Vendor's submittal fails to meet the standards of the stated requirements.

After proposals have been assigned ratings on the basis of each evaluation criterion, a composite rating will be established by the Selection Committee. Submittals will then be ranked based upon finalized composite rating.

41. The Purchasing Agent will identify the most advantageous proposal based upon the rankings of the Selection Committee and an evaluation of the price proposals received. The Purchasing Agent will forward a recommendation for award to the City Manager based upon the most advantageous proposal received considering evaluation rankings and price proposals received.

GIVE FULL NAMES AND RESIDENCES OF ALL PERSONS INTERESTED IN THE FOREGOING PROPOSAL.

(NOTICE: Give first and last name in full; in case of corporations, give corporate name and names of President, Treasurer, and Manager; and in case of firms give names of the individual members)

Name	Address	Zip Code
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KINDLY FURNISH THE FOLLOWING INFORMATION REGARDING BIDDER:

(1)	If an Individual or Proprietorship
Name of Owner:	_____
Business Address:	_____
Zip Code	_____ Telephone No. _____
Email	_____
Home Address	_____
Zip Code	_____ Telephone No. _____

(2)	If a Partnership, Full names and addresses of all partners	
<u>Name</u>	<u>Address</u>	<u>Zip Code</u>
Business Address	_____ Zip Code	_____
	Tel. No.	_____

(3) If a Corporation

Full Legal Name: _____

State of Incorporation: _____ Qualified in Massachusetts? Yes _____ No _____

Principal Place of Business _____
Street P.O. Box

City/Town State Zip

Email: _____

Telephone No. _____

Place of Business in Massachusetts _____
Street P.O. Box

City/Town State Zip

Telephone No. _____

GIVE THE FOLLOWING INFORMATION REGARDING SURETY COMPANY

Full Legal Name of Surety Company _____

State of Incorporation _____ Admitted in Massachusetts? Yes _____ No _____

Principal Place of Business _____
Street P.O. Box

City/Town State Zip

Place of Business in Massachusetts _____
Street P.O. Box

City/Town State Zip

Telephone No. _____

NOTE:

The Office of the Attorney General, Washington, D.C. requires the following information on all bid proposals amounting to \$1,000.00 or more.

E.I. Number of bidder _____

This number is regularly used by companies when filing their "EMPLOYER'S FEDERAL TAX RETURN, U.S." Treasury Department Form 941.

AUTHORIZED SIGNATURE OF BIDDER _____

TITLE _____

DATE _____

UNDER MASSACHUSETTS GENERAL LAWS, CHAPTER 30B: SECTION 10, THE FOLLOWING CERTIFICATION MUST BE PROVIDED:

Section 10. A person submitting a bid or a proposal for the procurement or disposal of supplies, or services to any governmental body shall certify in writing, on the bid or proposal, as follows:

"The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals."

(Please Print)

Name of Person Signing Bid

Signature of Person Signing Bid

Company

No award will be made without vendor certification of the above.

- **Proposers must sign and submit the above form with their proposal submission.**

Request for Proposals

Consulting Services to Design and Conduct an Assessment Center for Hiring/Selection of the following positions:

Fire Chief, Deputy Fire Chief and Deputy Police Chief

The City of Worcester (hereinafter "City") is seeking proposals, from qualified and experienced Consultants to provide services for the hiring of a permanent Fire Chief, Deputy Fire Chief, and Deputy Police Chief through an internal promotional process using an Assessment Center. The Assessment Center must comply with Massachusetts Civil Service Law, M.G.L. c.31, rules, and regulations (including judicial interpretations thereof regarding use of Assessment Centers), with all applicable rules, regulations, and delegation agreements, labor agreements between the City and its employees. The Assessment Center shall use industry standards for proper and ethical assessment center operations such as those set forth in *Standards and Ethical Considerations for Assessment Center Operations Endorsed by the International Congress of Assessment Center Methods*.

1. PROSPECTIVE CONSULTANT

The Prospective Consultant replying to this RFP must be or represent prospective consultant, company, or corporation that possesses relevant experience, have a history of performance in conducting comparable work sufficient to undertake and successfully complete the scope of the work contemplated by this RFP. The Prospective Consultant must demonstrate the minimum criteria in the RFP and have the ability to provide the services contemplated in this RFP. The Prospective Consultant must be an Equal Opportunity Employer and may not engage in activities or employ persons which will create a conflict of interest.

2. KEY INFORMATION FOR THIS PROPOSAL

The response/proposal must include a letter of transmittal that is signed by an individual authorized to bind the Bidder contractually. The transmittal letter must include:

- a. The name of the individual(s) who is/are authorized to negotiate and sign a contract on the Bidder's behalf;
- b. The name, title, address, and telephone number of the individual(s) who can supply additional information if requested; and
- c. A brief description of the overall services proposed.

The response/proposal must be submitted in a clear and concise format, with each page of the proposal numbered consecutively from the beginning through all appended material, and must provide the following information about the Proposer:

- a. Certify under the pains and penalties of perjury that the Proposer or its officers have not been barred from doing business by any government agency, including but not limited to the Commonwealth of Massachusetts, the federal government, or any other municipality.
- b. Provide information to demonstrate sufficient operating and administrative support to be able to perform the services requested.

- c. Provide contact information for all professional employees proposed to be involved in the project, including their title, office address, telephone number, fax number, and number of years of service with the Proposer. Identify by name the professional staffing to be used and provide biography for each professional staff person who will work on this project.
- d. Discuss the unique capabilities of your company and the individuals assigned to perform the services that distinguish your company from other companies. Highlight years in business and relevant experience with designing and conducting assessment centers in the State of Massachusetts to fill the positions of: Fire Chief, Deputy Fire Chief and Deputy Police Chief.
- e. Outline the unique capabilities to ensure no biases are present by the Assessors during the Assessment Center.
- f. Provide evidence of any affiliation or membership with any association with designing and performing assessment centers.
- g. Describe the ability of the project team to meet time schedules, cost factors, and constraints of a project.
- h. Confirm Assessment Centers can be complete in the HRD required timeline.
- i. List all actions taken by any regulatory agency or litigation involving the prospective consultant, its agents or employees with respect to any work it has performed.
- j. The City retains the right to request additional information regarding the Proposer's ability, qualifications, and procedures to be used to perform under this contract, as it deems necessary or desirable to supplant or clarify the information provided by the Proposer.
- k. Provide as references the names and contract information of five (5) municipal or local government clients, including a brief scope of work performed for these clients within the last five years. Additionally, Proposers must submit a complete list of all jobs performed in the past two (2) years that are similar in size and scope to this project, with contact names and telephone numbers.

3. PRICE PROPOSAL

The price proposal must include all fees and costs to perform the Scope of the Work as stated in this RFP, including but not limited to the following:

- a. As requested, work with the City of Worcester Human Resources Department and the City of Worcester Fire Department to develop a written job description for the qualifications and position of: Fire Chief and Deputy Fire Chief.
- b. As requested, work with the City of Worcester Human Resources Department and the City of Worcester Police Department to develop a written job description for the qualifications and position of: Deputy Police Chief.
- c. Work with and obtain any necessary approval of the City of Worcester Human Resource Department and the Massachusetts Human Resources Division (HRD) through every step of the assessment process.
- d. Design, develop, construct, validate, administer and score the Assessment Center.
- e. Review Assessment Center process, including preparation and distribution of appropriate study guides, with City personnel including prospective candidates.
- f. Cooperate with the City of Worcester Human Resources Department and HRD regarding sending notices for the Assessment Center.
- g. Conduct the Assessment Center including videotaping.
- h. Assist as requested to secure civil service endorsement of the selection.
- i. Assist with Appeals as necessary.
- j. Any other tasks requested as required by law, labor agreements, or the delegation agreement with HRD.

4. SCOPE OF WORK

- a. Design Assessment Center: In full compliance with M.G.L. c.31 with Massachusetts civil service law, rules and regulations (including judicial interpretations thereof regarding use of assessment centers), with all applicable rules, regulations and terms of any delegation agreements between the City and HRD with all applicable labor agreements between the City and its employees, and in accordance with industry standards for proper and ethical Assessment Centers to serve as the Assessment Center along with Education and Experience as the ranking device to establish a civil service list for persons eligible for appointment to the positions of: (1) Fire Chief and an Assessment Center at 100% as the sole ranking; (2) Deputy Fire Chief and an Assessment Center at 80% as the sole ranking device along with 20% Education and Experience; and (3) Deputy Police Chief and an Assessment Center at 100% as the sole ranking.
 1. The Prospective Consultant shall provide a plan of services describing the specific method of completing the scope of the work within the established deadline. Included in the Plan of Services must be a detailed description of the tasks to be performed by the consultant. The plan should specify time schedules, milestones, and personnel assignments.
 2. Included in the Assessment Center design will be a minimum of the following:
 - i. Meeting with Human Resources Department, HRD, and the Worcester Fire Department to gather information as necessary for each step of the Assessment process.
 - ii. Meeting with Human Resources Department, HRD, and the Worcester Police Department to gather information as necessary for each step of the Assessment process.
 - iii. Perform an analysis of the job and assist in developing a job description and qualifications of all positions.
 - iv. Assist in determining the attributes to be evaluated by the Assessment Center, provide a written detail of the knowledge, skills, abilities, personality, judgment, and personal characteristics that are supported by the job analysis data that will be evaluated during the assessment center exercises and process.
 - v. Assist with development of job related, content valid questions and activities that will be used during the assessment center that will give each applicant an equal opportunity to demonstrate their ability.
 - vi. Design, develop, construct and validate Assessment Center exercises that will adequately, objectively, and fairly measure the skills, knowledge, and abilities of each applicant to perform the job duties outlined in the position that they seek.
 - vii. Provide materials that support the validity and reliability of the Assessment Center.
 - viii. Prepare documents that provide samples of the assessment.
 - ix. Develop an appropriate, consistent and fair scoring theme to be used by the assessors.
 3. The Prospective Consultant will be responsible for recruiting and training members to serve on the assessment center panel, subject to the approval of City of Worcester

Human Resources Department and HRD and others as required. Training will include the evaluation methods, the use of rating schedules, and the administration of the exercises.

b. REVIEW ASSESSMENT CENTER WITH CITY DEPARTMENTS AS REQUIRED

1. As part of the prospective consultant's responsibilities, the City will require the consultant to visit the Worcester Fire Department as necessary, to provide an overview of the Assessment Center process, explain why it is being used, and be able to answer any questions from eligible candidates concerning the process.
2. As part of the Prospective Consultant's responsibilities, the City will require the consultant to visit the Worcester Police Department as necessary, to provide an overview of the Assessment Center process, explain why it is being used, and be able to answer any questions from eligible candidates concerning the process.
3. The Prospective Consultant will prepare and provide eligible candidates with an appropriate study guide approved by HRD as appropriate.
4. With the approval of HRD, the Prospective Consultant will provide training materials and sessions that will be distributed and/or conducted for applicants prior to the administration of the Assessment Center in order to familiarize the applicants with Assessment Center procedures.

c. SEND OUT NOTICES FOR ASSESSMENT CENTER

1. In cooperation with the City of Worcester Human Resource Department and HRD, the Prospective Consultant will develop a schedule for conducting the Assessment Center and will assist in notification to those involved in this schedule.
2. The Prospective Consultant will assist in developing the original promotional assessment announcement of the Assessment Center that will include testing dates, proposed salary and:
 - i. The attributes that will be evaluated in the Assessment Center including a description of duties, the required knowledge, skills, abilities, and personal characteristics to be measured; a description of the Assessment Center process; any suggested and approved reading lists or preparation of guides; and
 - ii. The procedure for prospective candidates to indicate their interest in participating in the Assessment Center including application deadline and fees.
3. The Prospective Consultant shall assist in obtaining approval from HRD that the announcement is consistent with statutory requirements and proper posting.
4. The consultant will assist the City Human Resources Department in ensuring that all notifications to all eligible candidates, acceptance and processing of examination applications, and verification of examination eligibility is consistent with statutory requirements and any applicable labor agreements.

d. CONDUCT ASSESSMENT CENTER

1. The Prospective Consultant will be responsible for:
 - i. Conducting, overseeing, and monitoring the Assessment Center with all candidates.

- ii. Videotaping or otherwise visually and audibly recording the Assessment Center.
- iii. Developing and implementing a security plan regarding the administration and scoring of the selection process that will be utilized to ensure the integrity of the Assessment Center.
- iv. Along with the City Human Resources Department and HRD, and where applicable, determine a passing score, the weight of various components of the assessment center, and score and rank all participants. The City Human Resources Department and HRD will apply any preferences due to veteran's status, education and years of service.
- v. With the approval of the City Human Resources Department and HRD, the Prospective Consultant will conduct any reviews permitted by Section 22 of Chapter 31 and any other allowed appeals.
- vi. The Prospective Consultant shall maintain total and complete confidentiality regarding all aspects of the Consultant's work for this project. The Prospective Consultant shall not disclose any information in whole or in part to any person or entity whatsoever or discuss the Assessment Center or its results with anyone unless so requested and authorized by the City. It shall be solely a determination of the City and HRD as to what is public information to which the public has access.
- vii. The Prospective Consultant will be in attendance as observers during the entire administration of the Assessment Center.
- viii. The Prospective Consultant will prepare a report regarding the Assessment Center and the scores and ranks of participants at the conclusion of the Assessment Center.

e. **OTHER**

- 1. The Prospective Consultant will maintain, for at least ten (10) years after the completion of all duties and receipt of full payment from the City, appropriate records of transactions, communications, and fees/costs to and from the City and cooperate with any audit conducted by HRD.
- 2. The Prospective Consultant will be responsible for any other tasks required by MA Civil Service Law, any labor agreements with the City, and with any delegation agreement with HRD as they relate to assessment centers for these particular positions.

5. MINIMUM EVALUATIVE CRITERIA

Each proposal will be evaluated based on the completeness, presentation and responsiveness to the requirements of this RFP. The following items identify the Minimum Evaluative Criteria by which the City will evaluate the proposals. A written response with supporting documentation must be submitted for each item. Proposals that do not meet the minimum will not be further considered.

- a. Must have a minimum of ten (10) years' experience in providing assessment center design and implementation in a unionized public safety department.
- b. Must provide written evidence of the firm's capability to successfully complete the project, including a description of the firm's familiarity and expertise in municipal human resources management, public safety operations and assessment centers in Massachusetts.
- c. The bidder must submit four references from Massachusetts municipalities who have contracted with the bidder for similar services. The references should include scope of work,

- contact person, telephone number and email address. The city may contact any or all of these four references as well as any others. The City may act as its own reference.
- d. The bidder shall submit his/her proposal upon the bid forms supplied with these specifications. The bidder shall specify the lump sum price as requested. All bids shall be signed correctly with ink in order to qualify.

6. COMPARATIVE EVALUATIVE CRITERIA

Quality of Response, Sections 2, 3 and 4	
Highly Advantageous	The proposal is complete and demonstrates a clear understanding of the scope of services to be performed and how the services will be provided in accordance with the City's needs. The Bidder offers exceptional standards and analysis including validation techniques and development of ethical considerations.
Advantageous	The proposal is complete and addresses the scope of services and the Bidder meets all the quality requirements in Sections 2, 3 & 4.
Not Advantageous	The proposal is incomplete/is not clear whether it satisfied the scope of services, but the Bidder meets all the quality requirements in Sections 2, 3 and 4.

Minimum Requirements	
Highly Advantageous	The proposal is complete and demonstrates a clear understanding of the scope of services to be performed and how the services will be provided in accordance with the City's needs. The Bidder offers exceptional standards and analysis including validation techniques and development of ethical considerations. The Bidder meets all minimum requirements.
Advantageous	The proposal is complete and addresses the scope of services and the Bidder meets all minimum requirements.
Not Advantageous	The proposal is incomplete, is not clear whether it satisfies the scope of services, but the Bidder meets all the minimum requirements.

Experience with Government Clients	
Highly Advantageous	The Proposer has provided similar services as requested in is RFP for more than seven (7) Massachusetts municipal clients with a unionized public safety department with over 100 personnel.
Advantageous	The Proposer has provided similar services as requested in this RFP for more than five (5) Massachusetts municipal clients with a unionized public safety department with over 100 personnel.
Not Advantageous	The Proposer has provided similar services as requested in this RFP for four (4) Massachusetts municipal clients with a unionized Public Safety Department under 100 personnel.

Public Safety Experience	
Highly Advantageous	The Proposer has conducted more than Twenty (20) public safety personnel selection processes.
Advantageous	The Proposer has conducted more than fifteen (15) public safety personnel selection processes.
Not Advantageous	The Proposer has conducted more than ten (10) public safety personnel selection processes.

Assessment Center Design and Implementation Experience	
Highly Advantageous	The Proposer has more than ten (10) years' experience in providing assessment center design and implementation in a unionized public safety department.
Advantageous	The Proposer has eight (8) to ten (10) years' experience in providing assessment center design and implementation in a unionized public safety department.
Not Advantageous	The Proposer has five (5) to seven (7) years' experience in providing assessment center design and implementation in a unionized public safety department.

Fire Chief, Deputy Fire Chief and Deputy Police Chief Experience	
Highly Advantageous	The Proposer has conducted more than ten (10) assessment centers in Massachusetts that were used in a selection process for Fire Chief, Deputy Fire Chief and/or Deputy Police Chief within the last three years.
Advantageous	The Proposer has conducted five (5) to ten (10) assessment centers in Massachusetts that were used in a selection process for a Fire Chief, Deputy Fire Chief and/or Deputy Police Chief within the last three (3) years.
Not Advantageous	The Proposer has conducted fewer than ten (10) but at least one (1) assessment centers in Massachusetts that were used in a selection process for a Fire Chief, Deputy Fire Chief and/or Deputy Police Chief within the last three (3) years.

Lead Person Experience	
Highly Advantageous	The project lead person has conducted more than ten (10) successful assessment centers in selecting a Fire Chief, Deputy Fire Chief and/or Deputy Police Chief in Massachusetts within the last three (3) years.
Advantageous	The project lead person has conducted more than ten (10) successful assessment centers in selecting public safety personnel in Massachusetts within the last three (3) years.
Not Advantageous	The project lead person has conducted a minimum of ten (10) successful assessment centers in Massachusetts within the last three (3) years.

7. SUCCESSFUL CONSULTANT CONTRACTUAL OBLIGATIONS

The successful Proposer/Consultant will be required to assume sole responsibility for delivering the services outlined in this RFP. The City will consider the successful consultant to be the sole point of contact with regard to contractual matters, whether or not the consultant, for one or more parts of this project, uses subcontractors.

As to the City the Consultant will be an independent contractor. Subcontracting by the consultant may be allowed for services outlined in this RFP. Any intent to subcontract on the part of the consultant must be specifically described in the proposal submission. Failure to identify subcontractors and subcontracted tasks

in the proposal could disqualify the bidder from further consideration. The City reserves the right to approve the use of any subcontractor.

The successful Consultant is prohibited from assigning, transferring, conveying, subletting or otherwise disposing of the contract or its right, title, or interest therein or its power or duty to execute the contract to any other person, company, corporation or other legal entity without prior written consent and approval by the City.

All right, title, and ownership of all data, material, intellectual property, videotapes, recordings, and documentation resulting from the design and/or implementation of this project prepared for or provided to the City pursuant to his contract shall remain exclusively with the City.

PRICE PROPOSAL FORM

This form must be submitted in a separate sealed envelope

Assessment Center for:

Fire Chief, Deputy Fire Chief and Deputy Police Chief

The **Price Proposal Form** or an exact copy is to be signed by the individual authorized to negotiate for and contractually bind the company. Failure to fully complete the form, provide the requested information, or make any alterations will be considered a **conditional proposal** and proposals will be **rejected**.

Procedures under this bid require separate and confidential price submission. The envelope must be sealed and clearly marked "**Assessment Center Consultant- Price Proposal**".

Proposer Name: _____

Address: _____

Price Proposal:

ALL INCLUSIVE PRICE IS ALL COSTS RELATED TO THE ASSESSMENT CENTER TO INCLUDE ASSESSORS FEES AND ANY OTHER EXPENSES RELATED TO THE STEPS OUTLINE IN THIS RFP AND OUTLINED IN THE HRD ASSESSMENT CENTER PROCESS. THERE SHOULD NOT BE ANY COSTS, FEES OR EXPENSES OUTSIDE THE DOLLAR AMOUNT LISTED IN THIS BID.

Fire Chief	
Weighted, Graded Examination Component	
Item Description	Amount \$
All inclusive price for two (2) candidates, including Assessors fees.	
All inclusive price for three (3) candidates, including Assessors fees.	
All inclusive price for four (4) candidates, including Assessors fees.	
All inclusive price for five (5) candidates, including Assessors fees.	
All inclusive price for six (6) candidates, including Assessors fees.	
All inclusive price for seven (7) candidates, including Assessors fees.	
All-inclusive price for each additional candidate including Assessors fees.	

Deputy Fire Chief Weighted, Graded Examination Component	
Item Description	Amount \$
All inclusive price for two (2) candidates, including Assessors fees.	
All inclusive price for three (3) candidates, including Assessors fees.	
All inclusive price for four (4) candidates, including Assessors fees.	
All inclusive price for five (5) candidates, including Assessors fees.	
All inclusive price for six (6) candidates, including Assessors fees.	
All inclusive price for seven (7) candidates, including Assessors fees.	
All-inclusive price for each additional candidate including Assessors fees.	

Deputy Police Chief Weighted, Graded Examination Component	
Item Description	Amount \$
All inclusive price for two (2) candidates, including Assessors fees.	
All inclusive price for three (3) candidates, including Assessors fees.	
All inclusive price for four (4) candidates, including Assessors fees.	
All inclusive price for five (5) candidates, including Assessors fees.	
All inclusive price for six (6) candidates, including Assessors fees.	
All inclusive price for seven (7) candidates, including Assessors fees.	
All-inclusive price for each additional candidate including Assessors fees.	

Low proposal price to be based on the total for all three Assessment Centers (Fire Chief, Deputy Fire Chief, and Deputy Police Chief) using the estimate of four (4) candidates per position.