

Business Services

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**Q&A Addendum #1**

**Human Resources Talent Management Consulting**

**RFP No. 02242025**

**REMINDER:** It is the Respondent's responsibility to thoroughly read and examine the entire Bid document and any addenda to the Bid.

 **Posted 3/17/2025**

*Vendor Questions*

Please see answers in red.

1. To assess the current state, would UA be open to focus groups and interviews with staff and faculty, or will interactions with the workforce be limited?
	1. The University would be open to focus groups & interviews
2. Is the implementation of proposed future-state activities out of scope for this engagement or should the engagement conclude in the creation of a detailed implementation plan / roadmap?
	1. Please include potential future-state activities that would occur beyond implementation in your proposal
3. Does UA currently have an enterprise-wide competency model?
	1. The University currently does not have an enterprise-wide competency model at this time; however, the University Arkansas System level does have a model. Currently, the system’s model is used as a part of the University’s evaluation process, but the University is open to adjusting this process.
4. Is the creation of a competency model within the scope of this engagement or should an approach for competency model creation approach be included as a future-state consideration?
	1. Creation of a competency model should be included within the scope of this engagement
5. Will UA be open to creating a competency model for key/critical talent segments, as opposed to all talent? What distinctions are anticipated (aside from staff and academic)?
	1. Yes, the University would be open to considering this
	2. Additional distinctions would include individual contributors & supervisors
6. What training development is within scope for this current engagement? Is the expectation to design a training curriculum and content, or to identify what would be necessary depending on changes to the talent philosophy, competency model, and talent programs?
	1. Scope includes training related to setting goals, self-appraisals, understanding competencies, performance conversations, etc.; Please refer to RFP for additional information
	2. The expectation is that the building out the training curriculum & content would be a partnership, however support from the vendor would also be expected
7. What type of change management is anticipated during roadmap creation?
	1. The University expects substantial change management as processes are shifting
	2. The University would be interested in learning about best practices for change management on the faculty side
8. Does UA have an enterprise OCM office and/or change management team to support this initiative?
	1. The University does not have a specific office for this; however, the HR Team will be the core project team involved in supporting this change with collaboration with cross-functional teams across campus
9. Does UA plan to and have resources to lead execution of the implementation and change management plan?
	1. Please see question 8
10. Who will primarily liaise with the engagement team and what is the expected cadence?
	1. Central HR and Provost Office will be the primary point of contact
	2. Meeting cadence will be consistent & frequent, however will be determined once a vendor is awarded
11. Is the expectation that work occurs in person, virtually, or as a hybrid model?
	1. The University expects a hybrid model
	2. The awarded vendor may make campus visits, however the majority of work will be virtual
12. Do you have an estimated timeframe for when you need the gap analysis completed?
	1. Gap analysis should be completed 4 months from the start of the engagement, however exact timelines will be determined once a vendor is awarded
13. Are there any other milestones which the vendor should plan around?
	1. Timelines will be determined once a vendor is awarded, and the engagement kicks off
14. We would like to confirm whether there is scope for a learning management platform that includes a content library and career pathing/skills, as our expertise primarily covers the learning management aspect of the RFP requirements.
	1. For context, Absorb LMS is an AI-powered software solution designed to store, deliver, and track online learning. Our platform enables organizations of all sizes and industries to provide seamless training to employees, partners, customers, and more.
	2. A learning management platform is currently not included in the scope of this RFP
15. Can you provide the names and roles of the executive sponsors of this work?
	1. The University prefers to not disclose this information at this time
16. What level of involvement is the University anticipating from its staff, faculty, and leaders in the design of the philosophy and process?
	1. The University would be involved in input, review, feedback, however the design process is expected to be a partnership
	2. Please see question 6
17. What is the anticipated cadence for meeting with governance groups?
	1. Please see questions 12 and 13
18. What are the total number of faculty and staff in scope for the project? What types of faculty and staff are in scope?
	1. All University full-time faculty & staff
19. Will the vendor be expected to provide detailed documentation of processes, forms, and other resources? Some examples could include competency frameworks by job level with detailed definitions or future state business process documentation of performance and talent management processes.
	1. Yes, this is expected of the vendor
20. Is the vendor expected to deliver trainings to campus as part of the project?
	1. The vendor is expected to provide the trainings & details, however the University expects to conduct and manage the trainings
	2. The process of delivering trainings is expected to be a partnership
21. What level of implementation support is the University expecting from its consulting partner?
	1. The vendor is expected to support the University through full implementation of the project
22. Can you provide additional details on the expectations of the vendor to support implementation of a new talent management framework in Workday? Are there expectations to work alongside the University of Arkansas user solutions team to design and configure tenants in Workday?
	1. The University expects to internally drive implementation within Workday
	2. The vendor will be engaged wherever appropriate in cross-functional collaboration
23. What are the key milestones and timelines for the project? Is there an anticipated timeline for this work to be started or completed? Are there key milestones or deadlines that the client will be expected to meet?
	1. Please see question 13
24. Current State Assessment: Do you have existing baseline data or previous assessments that we should include as part of the review/assessment?
	1. This information can be provided to the awarded vendor
	2. The University can provide examples of assessment from different colleges as well as high-level, baseline data
25. Competency Framework(s): Does UA currently use any competency frameworks? If so, what competency frameworks are currently used?
	1. Please see question 3 & 4
26. Talent Management Consulting Support: Has UA worked with a talent management and/or human capital consulting firm in the last 5 years? If so, what was the scope of work provided by the consulting firm(s)?
	1. Yes, the University has previously worked with a consulting firms on two projects
		1. A university-wide classification and compensation project for staff and faculty
		2. An implementation project for Workday
27. Timeline & Milestones: Are there specific strategic priorities or organizational challenges driving this initiative? Additionally, could you clarify the target timeline for the complete rollout of the new talent management program?
	1. Please see question 13
28. Technology: What has been your Workday timeline? What modules are in place and when were they introduced? What modules have been purchased but not introduced, and are they on an implementation roadmap? Any additional technologies beyond Workday to support the relevant processes?
	1. Workday was implemented in 2020 at the University of Arkansas System level
	2. Not all features in talent and performance management are turned on yet. We are currently working with the U of A system office on prioritization and roadmap of these features.
	3. Additional Technologies for Faculty: Faculty information system (Watermark), Academic Analytics
29. Governance: With the project being requested by the Board of Trustees, is there a project team already in place? If so, can you describe the planned governance structure?
	1. The University prefers to not disclose this information at this time
30. Centralization/Decentralization: How centralized (or decentralized) is talent management today? Do individual colleges, for example, have their own competencies and performance management processes and systems?
	1. Faculty: Currently decentralized, evaluations occur at the department and college level
	2. Staff: Performance evaluations are primarily centralized; however certain units or positions may follow different processes. The University has a mission, vision, core values, and a 150 Forward strategic plan. There are not currently competencies at the University level; however, some colleges or units may have their own competencies. There are competencies at the University of Arkansas System level which are currently part of the performance evaluation.
31. References: Are you asking for six (6) total references (i.e., three similar project references and three additional references where a contract was terminated (RFP reference location is 14. C., page 18). If the latter, what if we haven't had three contracts terminated in our 42-year history?
	1. If there have been no contracts terminated, please note this in your response. References are not required if there have been no contract terminations
32. Current Systems and Frameworks:
	1. What talent management/HR systems are currently in place?
		1. Workday
	2. Does UA have an existing performance management framework or system?
		1. Faculty: Faculty Information System
		2. Staff: Workday
33. Scope and Population:
	1. Is the project intended for all faculty and staff, including part-time and adjunct professors?
		1. Scope will focus on all full-time faculty and staff, with some consideration of part-time
	2. How many schools and campuses are involved, including satellite and global campuses?
		1. The University of Arkansas Fayetteville
34. Values and Methodologies:
	1. What are the established values and competencies you aim to integrate, or is UA looking for advisory to establish the competency framework?
		1. The University is seeking advisory to establish the competency framework
	2. Are there specific methodologies or frameworks you prefer (e.g., Lominger’s FYI competencies, SuccessFactors)?
		1. The University is open to learning about best practices based on the University’s needs
35. Job Descriptions and Performance Metrics:
	1. What is the current state of job descriptions across the university?
		1. Some job descriptions for staff were recently updated through a previous project, and some descriptions may require additional updates
	2. Can we get a copy of the current performance management metrics and/or a sample of what’s currently in place?
		1. This information can be provided to the awarded vendor
36. Vendor Registration and Legal Requirements:
	1. Are there specific vendor registration requirements with the University of Arkansas?
		1. Please review all vendor requirements outlined in the RFP
	2. If we are not currently registered, can we become a vendor upon being awarded the contract?
		1. Please prepare to meet all vendor requirements outlined in the RFP as soon as possible
37. Project Phases and Timeline:
	1. Is the University open to a phased proposal approach over the multi-year project term:
		1. Starting with an assessment and strategy definition
		2. Then developing a road map & determining technology (off the shelf vs custom build)
		3. Leading into the system build/implementation/customization
		4. Finishing with robust implementation plans and training
		5. The University would be open to this approach
		6. Prioritize staff implementation first, and faculty second
	2. What is the University’s expected timeline for each phase of the project?
		1. Timeline will be determined once a vendor is awarded
38. Budget, Pricing and Decision Making:
	1. Is there a specific budget allocated for this project?
		1. The University prefers to not disclose this information at this time
	2. Can you provide the official bid sheet or any pricing guidelines?
		1. We were unable to access Appendix 1B and would like insight into if a budget has been determined and if yes, has that budget been approved or are there still approval channels that need crossing?
		2. The Official Price Sheet is included in Appendix I on page 22 of the RFP
	3. What is the process once proposals are reviewed and who will be a part of the decision-making team or committee?
		1. The University prefers to not disclose this information at this time
39. Additional Support and Customization:
	1. Are you looking for a complete overhaul of the current system or just an upgrade?
		1. The University is seeking a modernization on the staff side and alignment of best practices on both the faculty and staff sides
	2. Would you be open to customized builds and dashboards that integrate with current systems or are you looking for an off-the-shelf product?
		1. The University would be open to both options to determine which would work best
40. Contract Provisions:
	1. If there are elements of the University’s contract provisions that we would like to propose edits or requested changes, what is the best way to discuss this?
		1. This area can be discussed during contract negotiations once a vendor is awarded a contract