



**UNIVERSITY OF MARYLAND  
GLOBAL CAMPUS**

DATE: May 12, 2020  
TO: All Prospective Proposers  
FROM: Sharon Barry  
Director, Procurement and Business Affairs  
301-985-7156  
Phan Truong  
Senior Buyer, Technology Procurement  
301-985-7143  
RE: RFP 91786 – Employee Survey Services  
Addendum #1 dated 05/12/2020

The following revises the above referenced RFP documents. Receipt of this addendum is to be acknowledged by completing the enclosed "Acknowledgement of Receipt of Addenda Form" and including it in the Proposal.

Questions from Potential Proposing Firms:

1. “[Per Section I, 7. Acceptance of Terms & Conditions (Pg.6), UMGC states,] “By submitting a Proposal, an Offeror shall be deemed to have accepted the terms, conditions, and requirements set forth in this RFP. The RFP including all addenda in total shall be incorporated into the Contract by reference.”

*As a cloud-based solution, we would strongly prefer [...] our Agreement and order form templates. Furthermore, we are continually updating our technology and cannot include a static RFP response in our agreement. Will you please advise whether this is acceptable to UMGC?”*

<i>UMGC Response</i>
All UMGC contracts must comply with Maryland law. To that end, if awarded a contract, your agreement must comply with Maryland law.

2. “My firm is an MDOT certified MBE, SBE, DBE. I would like to respond to the RFP but do not have direct past performance. I have a partner I have worked with over the years that has extensive experience dealing with Human Capital projects and large scale survey engagements. As an MBE, would I be able to leverage the past performance of my partner to qualify as the prime on the project?”



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## *UMGC Response*

Minority participation is important to UMGC and the State of Maryland. State-certified Minority Business Enterprises (MBE) are strongly encouraged to respond to this solicitation notice. However, the submission must meet the General Requirements under Section III of the solicitation. Specifically, the transmittal letter and proposal must be signed by an officer with the authority to bind the partnership.

3. *“Will [...] UMGC please explain [the] reasoning behind the length in time between the [Technical] and Pricing submittal dates?”*

## *UMGC Response*

The University anticipates holding interviews with the proposed teams of shortlisted firms during the week of June 15, 2020. This comprises the second phase of the technical evaluation. Firms who are deemed susceptible for award will advance to the pricing phase of the procurement.

4. *“Per [Section I, 7. Acceptance of Terms & Conditions (Pg.6),] Is [...] UMGC open to Negotiating the Terms and Conditions in [Appendix C, Section 10 General Terms and Conditions (Pg. 37)]? Specifically, [10.20. Indemnification, [on] Pg. 40]? Will UMGC consider making this term mutual? [Will UMGC consider capping] the total contract value of the anticipated contract?”*

## *UMGC Response*

The University reserves the right to make an award with or without negotiation.

5. *“[Please] advise as to when [firm’s name omitted] the proposer shall receive the answers to the submitted questions [...]? The Solicitation Schedule [on] Pg. 2 does not reflect this date.”*

## *UMGC Response*

The University anticipates publishing responses via addendum the week of May 11, 2020.

6. *“Per [Section III. Article 3., 1. Submission (on Pg.14),] can UMGC advise if they are also requesting a pricing narrative in addition to the required Price Proposal Form located in Appendix-B?”*



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*UMGC Response*

Firms may submit a narrative with its pricing.

7. “[Per Section III. Article 4., 2.3. Negotiations (Pg.15)], is UMGC open to [negotiating] the [terms and conditions]?”

*UMGC Response*

The University reserves the right to make an award with or without negotiation.

8. “Can UMGC provide an estimated budget or number of labor hours the University has planned for this effort?”

*UMGC Response*

Specific budget information cannot be shared.

However, the University would like the Proposer to discuss and recommend the level of effort that it will take to survey, action plan, and move the needle on trust and engagement. We would also like recommendations on best practices around pulse surveying the organization. We currently use Workday as our HCM.

9. “Is there an incumbent that has performed employee engagement or other employee/organizational assessment work for UMGC previously?”

*UMGC Response*

Gallup, Inc. has performed employee engagement services for the University.

10. “If a price proposal is requested, will UMGC provide more detail on pricing requirements (e.g., total labor hours requested, labor categories requested, pricing per deliverable)? Will UMGC provide a Q&A period regarding the price proposal? Will UMGC direct vendors to revise the technical proposal?”



*UMGC Response*

Price proposals will be evaluated based on the total cost of the services requested. Proposers are to quote a fixed price for the initial term. All costs are to be included in the fixed price as there are no reimbursables associated with the resulting contract. The University may elect to request Best and Final Price Proposals (BAFO's). The Committee will establish a financial ranking of the final Price Proposals from lowest to highest total offers. During this period, clarifying questions regarding pricing may be submitted by the proposer and by the University.

In accordance with Section III, Article 1. Paragraph 3 of the solicitation, Offerors may modify their Technical Proposals by e-mail at any time prior to the due date and time, provided that the Issuing Office is satisfied that a written confirmation of the modification with the signature of the Offeror was mailed prior to the Proposal due date and time. Technical Proposals may not be modified, supplemented, cured, or changed in any way after the due date and time, unless specifically requested by the University.

11. *“Will UMGC please specify the intended survey administration plan (e.g., 3-week administration period conducted annually in addition to an ongoing pulse survey)?”*

*UMGC Response*

The University would like at least a 2-3 week administration of the survey. This would include communications (samples and assistance) before, during and after the survey administration. We plan to do this on an annual basis along with pulse surveys. We would like for the proposer to recommend industry best practices surrounding the time to survey, length of administration, and when and how to pulse (including what part of the population, type of questions, frequency, etc.).

12. *“UMGC mentions providing managers with the “ability to do pulse surveys.” Does UMGC require development of separate survey questions for the pulse surveys or does UMGC expect the same survey items to be administered as pulse survey items?”*

*UMGC Response*

The University would like the Proposers to provide best practices around pulse surveys including, but not limited to, when to survey (frequency), percentage of the population, employee type, what question to include (original survey, inclusion and diversity, items from comments, etc.).



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13. “[Per Section II., 2.3.3. Deliverables (Pg. 8),] UMGC expects that the successful vendor will benchmark relevant organizations. Does UMGC expect the vendor to bring existing benchmark data, harness publicly-available data, or conduct customized data collection from other institutions?”

<i>UMGC Response</i>
The University would like a breakdown of the benchmark data that the proposer is using (i.e. industries similar to UMGC, Higher education/education, professional and customer service industries, etc.).

14. “[Per Section II., 1. Purpose/Descriptions (Pg. 7), UMGC states,] “UMGC is also seeking a partner with the technology/platform that will deliver quick and easy to understand reporting and results, that will allow managers at all levels to communicate”, etc....[...]. Would UMGC be interested in an interactive dashboard that displays survey results and allows for drilldown by department, etc. in addition to the written summary PDF report (Deliverable 2.3.6 [- Pg. 8])?”

- a. Does UMGC support open source platforms for data extraction, management and visualization?
- b. What does the current Technology stack look like (Databases, Visualization Platforms, Cloud environments etc.)?”

<i>UMGC Response</i>
<p>The University desires a dashboard or other mechanism along with analytics, best practices, learning opportunities, action planning best practices that are easy to use and interactive that would not only allow managers to see data but help them communicate it out to their departments in order to develop and implement action plans.</p> <ul style="list-style-type: none"> <li>a. The University supports a limited number of open source platforms for data extraction and visualization. However, the University predominantly supports non-open source solutions.</li> <li>b. The University uses Workday for our Human Resource, Finance, Payroll and Budget Enterprise Resource Planning (ERP) needs and Peoplesoft Campus Solutions for our Student Information System (SIS). We use Onbase for our Database Management System (DMS) and D2L for our Learning Management System (LMS). With regard to visualization platforms, we use Tableau.</li> </ul>

15. “How does UMGC intend to descriptively breakdown the data other than for the University as a whole (e.g., results by departments, geographical location, demographics)?”



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## *UMGC Response*

The University is open to all of the aforementioned data breakdown descriptions. The proposer may recommend other important data or analytics such as turnover data, etc. that will be utilized by the managers and the organization as a whole.

16. *“The vendor’s results reporting needs to interface with and “receive data from, Workday, etc.” What applications aside from Workday must the vendor’s solution interface with?*

a. *[What additional] data sources to the survey [would] be included in the analysis? Would any of the data contain PII or other sensitive information?”*

## *UMGC Response*

If interface means extracting data, the University should be able to send files to a vendor; our HRIS team would need to review requirements.

a. We would only send data listed in the vendor requirements, if in Workday.

17. *“Will the selected vendor have the opportunity to assist UMGC with developing and implementing recommendations based upon survey results?”*

a. *Does UMGC want vendors to include customized action planning based on the survey results in their technical proposal?”*

## *UMGC Response*

Yes. The University seeks a partner that will collaborate with UMGC throughout the entire process from before the survey (managing data, communications, project plan, timeline, etc.) during the administration (issues, communications, progress and survey data and results, etc.) and after the administration (executive and presidential summary/report, aids to guide and help managers with results and action plans, coaching, training and implementation of actions and plans).

a. Providing samples would assist the committee in making their decision on the best solution and practices for UMGC.

18. *“Is there a budget for this project? If so, what is it?”*

## *UMGC Response*

See answer to question number 8.



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19. *“A mandatory requirement is pulse surveys. Will the University accept a full-service solution where the vendor handles all pulse survey administration, or is the University looking for a self-service platform to be able to create and send surveys on its own?”*

### *UMGC Response*

The University would like the ability to administer our own pulse surveys along with the ability to add and exclude certain questions. UMGC would want best practices regarding administering our own pulse surveys (training, guidance, best practices (timing, frequency, length, etc.)). The system would also need administrator controls to ensure we do not create pulse fatigue in the organization.

20. *“The RFP states Workday integration is “preferred,” but not mandatory. How important is it? Will there be a certain number of points awarded for having Workday integration?”*

### *UMGC Response*

The University is currently using Workday as our Human Capital Management (HCM). It is important that UMGC will be able to easily work with a vendor to send and receive data and that the survey administration not be hindered by the data transmission.

21. *“The RFP states that the University “expects that the successful vendor will benchmark to Fortune 500, For-Profit Educational Institutions, and Private and Public Universities/Colleges and other relevant industries subject to further discussion.” We have national public and private sector benchmarks, but we do not have industry-specific (i.e., higher education) benchmarks. Is this acceptable, or will the University require education industry benchmarks?”*

### *UMGC Response*

This is preferred, not required. The University would still like to evaluate the capabilities and expertise of each vendor. UMGC operates like a business and we are interested in benchmarking from similar or like industries.

22. *“Does the University wish to include open ended comment boxes in the survey? If so, is a compilation of verbatim responses acceptable? We normally redact any names, but do not provide analysis of the comments, unless it is a requirement and fits within the budget.”*



*UMGC Response*

The University has added at least 2 open ended questions to our previous surveys and would like to continue to provide this option. We would also like the ability to have analytics based on the comments and best practices on how best to action plan and provide organizational movement on the comments provided by faculty and staff.

23. *“Is a PowerPoint summary report acceptable? Or does the University want a narrative report in Word or PDF?”*

*UMGC Response*

The University would like to evaluate all methods of reporting based on best practice and recommendations to see the best fit for UMGC. We would like to see reporting that is easy to understand, communicate, and actionable at all levels. We would also like to have an executive summary or debriefing.

24. *“The RFP states that one of the survey goals is “to provide a comprehensive communication effort as well as promotional events to ensure that all faculty and staff are informed of this effort – before and during the surveying process.” At a minimum, we can provide a communication guide and templates for the University’s use, or for a higher level of support, we can include our employer communication and branding specialist on the team. Will the University be using its own staff to design and implement a communication plan? Or should we include our specialist and communication deliverables in our proposal?”*

*UMGC Response*

The University would like industry best practices around communication along with templates for communications (before, during and after) the survey. UMGC has two communications teams that we will collaborate with for final drafts and communication to the UMGC faculty and staff. We do not anticipate needing a specialist provided by the vendor dedicated to creating communications.

25. *“Another survey goal is “to support and ensure continuous improvement and change management at UMGC.” At a minimum, we can provide change management resources and ideas for the University’s use through our recommendations library, or for a higher level of support, we can include facilitation and planning with our change management experts. Will the University be using its own staff to drive change management? Or should we include our change management experts and deliverables in our proposal?”*



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## *UMGC Response*

The University would like best practices around change management and tools to assist with the process here at UMGC. We do have a change management team that we can utilize via an existing vendor partnership. However, the Proposer may include recommendations on training and facilitation that could be utilized by UMGC. These recommendations can be presented as additional options or services.

26. *“Our firm conducts many employee surveys through telephone interview methodologies. Is UMGC open to alternative methodologies outside of [...] online surveys only?”*

## *UMGC Response*

UMGC would like to continue to use the online survey method. However, we would be interested in learning more about the telephone interviews, how they work and best practices surrounding that methodology including: questions asked, entire population or sample population surveyed, frequency, regular engagement or pulse survey, etc.

27. *“[Per Section II., 1. Purpose/Descriptions (Pg.7), UMGC states,] “detailed department level focus[.]”*

- a. Does this mean UMGC wants core questions for all employees, and then a set of department-specific questions?*
- b. If yes, how many separate departments will be surveyed?”*

## *UMGC Response*

UMGC is looking to deliver one core survey along with 1-2 potentially open-ended questions to all our faculty and staff globally at the same time. We will be looking at those core questions and potentially addition questions for pulse surveys (i.e. diversity, inclusion, etc.). We will work with the successful vendor to ensure the core questions resonate with our entire global population.

28. *“[Per Section III., 2.1. Mandatory Requirements (Pg.10), UMGC states,] “Solution should also include mobile technology, ability to do pulse surveys, and ability to cascade the results and actions throughout the organization at all levels.”*

- a. How many pulse surveys or how often might the contractor be expected to complete pulse surveys during the contract period?*
- b. Will these pulse surveys be department-specific and/or UMGC-wide?”*



*UMGC Response*

See question and answer to number 19. UMGC would like the contractor to recommend best practices regarding pulse surveys (training, guidance, best practices (timing, frequency, length, etc.).

29. “[Per Section II., 2.1. Survey Timeframe and 2.34. Deliverables (Pg.7 and 8), UMGC states,] “The selected vendor is expected to participate in the following: 1) a Kick-off meeting; 2) a meeting to present the findings to the UMGC Executive Committee; and 3) a UMGC Town Hall Meeting to present the findings and answer questions from UMGC faculty and staff [.]”
- a. Is the 12/11/2020 initial feedback date linked to the UMGC executive committee presentation?
  - b. Is there any flexibility in the initial feedback due date of 12/11/2020, can it be pushed back to January?”

*UMGC Response*

The meetings listed in the RFP will be scheduled at an agreed upon time with the successful vendor. We will work with the successful vendor to schedule critical dates when reporting and feedback will be delivered.

30. “[Per Section II., 2.2.5. Survey Goals (Pg.8), UMGC states,] “To ensure confidentiality/anonymity which will enhance trust in the process and ease of honest responses.”
- a. Is the intent for this to be an anonymous survey (no individual is identified or record kept of who responded), or a confidential survey (identities are known only to the vendor)? Is this a decision the [Proposer] can propose?”

*UMGC Response*

To ensure confidentiality, UMGC would prefer the Proposer to administer the survey by keeping individual responses to the survey confidential. The Proposer will report responses as part of the larger data pool for the entire university and provide a breakdown for each department (including all demographics). The Proposer will also work with faculty and staff to remedy any issues that occur with the survey and links. A Human Resource administrator should have access to the University data and progress as the survey is administered and after it is closed. The goal is to have all the faculty and staff complete the survey with confidence that their individual responses are confidential.



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31. “[Per Section II., 2.2.9. Survey Goals (Pg.8), UMGC states,] “To provide a comprehensive communication effort as well as promotional events to ensure that all faculty and staff are informed of this effort.”

- a. Does “comprehensive communication” mean that every reasonable effort should be made to inform all staff and faculty about the survey and provide link to the online form using just email and other digital platforms?
- b. We interpret “To provide” to mean the [Proposer] will supply the content and messaging for communication with UMGC staff and faculty – is this correct? The [Proposer] can use the UMGC provided email lists for email delivery. Will UMGC provide use of or access to other platforms – webpages, social media?”

<i>UMGC Response</i>
<p>The University would like industry best practices around communication along with templates for communications (before, during and after) the survey. UMGC has two communications teams that we will collaborate with for final drafts and communication to the UMGC faculty and staff. The Proposer is expected to send the approved communication with the survey link and reminders directly to the faculty and staff.</p> <p>We would like the Proposer to give best practice and recommendations regarding promotional events and items to drive engagement among faculty and staff. We will provide the data needed to send the survey to all faculty and staff.</p> <p>The Proposer will not need to update any UMGC internal or external webpages, intranet sites or social media outlets.</p>

32. “[Per Section II., 2.3.7. Deliverables (Pg.9), UMGC states,] “There may be individual manager and/or departmental reports required, but the number and types will be worked out with the selected vendor. At the time price proposals are requested, [Proposers] will be asked to quote a menu of unit costs for various types of report. There should be available scalable and sortable reports based on geographic or departmental divisions.”

- a. In addition to any standardized reports the [Proposer] would recommend, should the [Proposer] include on the menu of unit costs the cost for user defined/interactive functions, I.e. methods that allow managers/departments to construct their own cross-tabulations?
- b. Will UMGC host the response data/tables and reports on their servers?
- c. Will UMGC provide the links, portals, reports, etc. on their website or dedicated webpage for staff and/or faculty to use?”



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## *UMGC Response*

- a. If this exists within the Proposer’s systems and data capabilities, please provide and recommend how it can and will be used by managers/departments. Provide best practices around it along with guidance surrounding allowing managers/departments to construct their own cross-tabulations if this capability exists.
- b. This information will be hosted by the Proposer. If the Proposer is a Workday partner and the information can be shared and hosted in Workday, please indicate how this can and will be done. Provide best practice surrounding hosting data.
- c. UMGC will provide overall university engagement data and information to the successful Proposer, engagement results and next steps to the faculty and staff. We are asking the Proposer to send all survey links and reminders directly to employees to ensure confidentiality during the survey administration.

33. “Will UMGC host a dashboard, or other tools enabling users to create custom reports?”

## *UMGC Response*

UMGC will look to the Proposer to provide the means to create any custom reports needed via their platform or systems. If the Proposer partners with Workday and this system can be used to create custom reports, please recommend and provide information on creation and best practices.

34. “What demographic data is currently available about the UMGC workforce?”

## *UMGC Response*

UMGC has all the required demographic data in our Workday HCM.

35. “Are there any UMGC employees who have intermittent or minimal access to email?”

## *UMGC Response*

UMGC has a large population of stateside and overseas adjuncts that may only view email when and if they are teaching classes. We would like recommendations and best practices around engaging this population to participate in responding to the survey.



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36. “Who by title, function or department, will serve on the UMGC survey team?”

*UMGC Response*

This information will be provided to the Proposer(s) who advance to the interview phase of this procurement.

37. “During the development and design phase, may the vendor have direct access to key faculty and staff from every department?”

*UMGC Response*

The successful Proposer will work with a group that will represent both faculty and staff including HR that will ensure they have all they need to develop and deliver the survey.

38. “Are there any unions that will be involved in the design, dissemination, or marketing of the survey?”

*UMGC Response*

There will not be any unions involved in the design, dissemination or marking of the survey at this time.

39. “UMGC is planning on FY21 engagement survey to support being an employer choice, what is driving this initiative to happen now?”

*UMGC Response*

The survey administration will support and enhance the other initiatives we currently have as part of our business model such as organizational realignment, global workforce planning, and launching additional employee programs and initiatives.

40. “If UMGC has conducted surveys in the past:

- a. What have you measured?
- b. How have your leaders/department chairs reacted to address the data?
- c. What do you like about your current program and what are the pain points?
- d. How has the program been perceived by your faculty and staff?”



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## *UMGC Response*

- a. Engagement.
- b. UMGc held executive and leadership meetings, held a global town hall to report university results, each department head held department meetings to review results, we created a global internship program, an employee taskforce was formed, and action plans were tracked by HR.
- c. The internship program and employee taskforce received positive feedback.
- d. UMGc would like to see more action planning assistance and guidance on moving the needle on engagement. We need something easy to use, implement and to create action on for leaders, department heads and managers at all levels that includes best practices and guidance for those leading the effort. We also want to work on building a culture of trust.

### 41. *“For the future surveys:*

- a. *Knowing [...] UMGc wants to be the employer of choice, what will your expectations of leaders be for the data?*
- b. *What are your key organizational metrics (e.g. student satisfaction, enrollment rates)?*
- c. *Do you currently link those metrics to your survey data or other HR data points now?*
- d. *Who is managing the next program (e.g., Organizational Development, Communications, Talent Management, Total Rewards)?”*

## *UMGC Response*

- a. The University would like to see more action planning assistance and guidance on moving the needle on engagement. We need something easy to use, implement, and to create action on for leaders, department heads and managers at all levels that includes best practices and guidance for those leading the effort. We also want to work on building a culture of trust.
- b. Employee engagement and satisfaction, accountability (we surveyed action planning progress on the second administration of the survey), etc.
- c. The University have not linked student satisfaction and enrollment rates to our engagement surveys.
- d. The HR Engage Administrator along with Organizational Effectiveness and Talent Acquisition/Branding.



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42. “[Per Section II., 2.1. Survey Timeframe (Pg.7), UMGC states,] “Contractor initial feedback/recommendations are expected on or before December 11, 2020 and shall be ongoing for the duration of the survey’s availability”. What in particular would need to be ongoing?”

### UMGC Response

UMGC would need to continue to evaluate the reports and analytics during the entire process including action planning and implementing of our action plans globally. The data and reporting should continue to be accessible to leaders, managers and the HR engagement administrator. If there is a cut off time for the data and reporting to be accessible, the Proposers should let UMGC know the timeframe and how long it will be accessible and explain how UMGC can capture all our data/reporting for future use after the cut-off date/period.

43. “[Per Section II., 2.2.9. Survey Goals (Pg.8),] please clarify the requirements needed for promotional events in the statement, “To provide a comprehensive communication effort as well as promotional events to ensure that all faculty and staff are informed of this effort – before and during the surveying process.””

### UMGC Response

See question and answer to number 31.

44. “[Per Section III. Article 3, 2. Content (Pg.14),] references “online employee rewards services[,]” which must be a typo. [Please] confirm what was meant in this sentence?”

### UMGC Response

This is a typo in the Procurement section of the RFP. We are interested in employee survey services.

45. “For Appendix C, can we provide a redline for the contract with any proposed changes?”

### UMGC Response

The University reserves the right to make an award with or without negotiation.



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46. “Would you like to incorporate the results from previous year’s surveys into your FY21 survey results for trending?”

*UMGC Response*

The University would prefer to incorporate past survey data into the new survey administration to track trending.

47. “Would you like to incorporate Single Sign-on [(SSO)]?”

*UMGC Response*

The University would like the Proposer to use their own links and access to the survey to keep it confidential. Due to confidentiality we would not want to incorporate SSO.

48. “Does UMGC have a Change Management team, and if so, please describe how the team will engage with the selected vendor during the project.”

*UMGC Response*

See question and answer to number 25.

49. “Does UMGC have expectation to ask different questions using, for example, conditional logic, depending upon role (faculty versus staff)?”

*UMGC Response*

The University would like the Proposer to provide guidance and best practices around the questions and logic behind the questions. It is the University’s intent to deliver one survey to both our faculty and staff.

50. “Does every person being administered the survey have a Workday account?”

*UMGC Response*

Yes, everyone participating in the survey does have a Workday account.



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51. “What level of anonymity is required for the survey? I.e. Can one person have designated security and review results? What flexibility if any is there?”

### *UMGC Response*

The head of Human Resource and the Human Resource Engage Administrator will be the designated points of contact for the University. Both roles will be able to review the security and results of the survey.

52. “Is there any particular survey tool that is of preference?”

### *UMGC Response*

The University would like the Proposer to provide guidance and additional information regarding their tool, program, system and what data analytics are available. The Evaluation Committee will evaluate each tool, program, system along with the data analytics available and decide which is the best to administer the survey at UMGC.

53. “What kind of data does UMGC want to pull from Workday?”

### *UMGC Response*

The University will pull from Workday only necessary employee data needed to complete and administer the survey. This will allow the University to acquire completed comprehensive data analytics.

54. “Does UMGC prefer a single, uniform survey that is distributed to all personnel in all locations or surveys that share common elements and items/modules specific to location (Asia/Europe/USA) and/or role (faculty/staff)?”

### *UMGC Response*

The University would like the Proposer to provide guidance and best practice around the questions and logic behind the questions. It is our intent to deliver one survey to both our faculty and staff globally (Asia/Europe/Stateside (USA)). We also want the survey administered to all the regions simultaneously.



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55. “Our background review shows that UMGC (formally UMUC) administered an institution-wide Faculty and Staff Engagement Survey (RFP #91020) in 2012. Please describe the previous administrations.

- a. If available, please share the survey instrument(s).
- b. Was the survey issued to a sample or population of the faculty and staff?
- c. What was the ultimate number of respondents and sample size from each subpopulation, i.e., faculty versus staff?
- d. Were incentives used? If so, what was the incentive and was it offered to all from the beginning of the survey period or just to a subset of the nonrespondents?
- e. UMGC were there limitations to the 2012 survey and if so, what were they?
- f. How were the 2012 survey results disseminated and/or utilized? Were institutional changes put in place that need to be assessed in this current survey?
- g. Are there specific new faculty and staff issues UMGC needs to assess in this survey?”

<i>UMGC Response</i>
<ul style="list-style-type: none"> <li>a. The University will share this information with the awarded contractor.</li> <li>b. The survey and the subsequent survey were administered to all UMGC faculty and staff globally.</li> <li>c. The University will share this information with the awarded contractor.</li> <li>d. Yes, logo buttons, cupcakes, giveaways, etc. These items were available as incentives and to get the message out about the dates and survey administration. These were largely available at the Adelphi and Largo I locations.</li> <li>e. The University did not have any limitations with the 2012 survey.</li> <li>f. The University held executive and leadership meetings, held a global town hall to report the University results, each department head held departmental meetings to review results, and action plans were logged in the vendors action tool.</li> <li>g. The University underwent a name change, organizational restructuring and realignment, global workforce planning, leadership changes, institution and development of major programs, systems, and projects since our last survey administration.</li> </ul>

56. “What UMCG stakeholders will be responsible for reviewing and approving the final survey instrument(s)?”

<i>UMGC Response</i>
The UMGC President and Executive Committee (EC).



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57. *“For the purposes of scheduling and planning, how much time does UMGC anticipate needing for each survey instrument review and approval? How many reviews does UMGC anticipate conducting prior to programming?”*

### *UMGC Response*

The University anticipates this being built into the project plan and collaborating with the awarded vendor on the schedule. The University would like best practices regarding the timing. The University will be working with both our internal and external communication teams to review the awarded contractor’s templates and make edits and revisions. This process should not take an extended period of time. It will depend on the guidance and templates provided by the awarded contractor.

58. *“Will phone numbers be available for any, or all, faculty and staff? If so, which employees?”*

### *UMGC Response*

The University does not anticipate sharing any phone numbers with the awarded contractor with the exception of those that will work with the contractor on the implementation and administration of the survey tool. The University does expect the awarded contractor to provide a toll-free number and email address that will be provided to our global faculty and staff to contact the awarded contractor’s customer support if they have any issues with the survey and/or links. The University would also need to know the times the customer support services are available to our global staff. We will also communicate this information to our faculty and staff.

59. *“Regarding the design of data management and data confidentiality, does UMGC expect to receive the de-identified microdata without any confidentiality review, or does the data need to be transformed for nondisclosure assurance? Alternatively, does UMGC expect the contractor to house the microdata securely on the contractor’s servers?”*

### *UMGC Response*

The Proposer should provide best practices and recommendations regarding how they will keep responses confidential, what confidentiality review they can perform and how, if applicable, and how they will house that data. The Proposer should outline their procedures and recommendations to the UMGC committee.



## UNIVERSITY OF MARYLAND GLOBAL CAMPUS

60. “[Per Section I. 1. Summary (Pg.4),] the University of Maryland Global Campus seeks a provider of employee engagement survey services to conduct a global employee survey. Given that we are to provide an online solution, could you please list the countries that your faculty and staff are located?”

### *UMGC Response*

Bahrain  
Belgium  
Djibouti  
Egypt  
Germany  
Greece  
Guam  
Italy  
Japan  
Korea, Republic of  
Kuwait  
Netherlands  
Portugal  
Qatar  
Spain  
Turkey  
United Arab Emirates  
United Kingdom  
United States of America

End of Addendum One dated 05-12-2020



**UNIVERSITY OF MARYLAND  
GLOBAL CAMPUS**

**ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA FORM**

**RFP NO.:** 91786

**TECHNICAL PROPOSAL DUE DATE:** Thursday, May 28, 2020, on or before 2:00 P.M. ET

**RFP FOR:** Employee Survey Services

**NAME OF PROPOSER:** \_\_\_\_\_

**ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA**

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

Addendum No.   1                        dated   05-12-2020  

Addendum No.                             dated       

Addendum No.                             dated       

Addendum No.                             dated       

Addendum No.                             dated       

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name Printed

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**END OF FORM**