



STANDARD CONTRACT
Contract Number: RU22018

This contract entered into this 24th day of January, 2022, by Kelly Services, Inc, located at 999 West Big Beaver Road, Troy, MI, 48084, hereinafter called the "Contractor" and Commonwealth of Virginia, **Radford University**, called the "Purchasing Agency or Radford University", located at 801 East Main Street, Radford, VA. 24142."

1. **WITNESSETH** that the Contractor and Radford University, in consideration of the mutual covenants, promises and agreements contained, agree as follows:
2. **SCOPE OF CONTRACT:** The Contractor shall provide On-Demand Recruitment Processing Outsourcing Services to Radford University as set forth in the Contract Documents.
3. **TERM OF CONTRACT:** From January 24, 2022 through January 23, 2023 with Four (4) one- year renewal options or as negotiated, to include all contractual provisions contained herein.
4. **THE CONTRACT DOCUMENTS SHALL CONSIST OF:**

This signed Radford University Standard Contract. Document;

Contractor's Pricing Summary;

Radford University's Request for Proposal (RFP) R22-004 dated October 22, 2021, Addendum One dated November 5, 2021;

Contractor's Proposal signed and dated November 18, 2021;

Radford University's Negotiation points and the Contractor's response dated January 18, 2022

5. **FINANCIAL COMPENSATION AND METHOD OF PAYMENT:** The Contractor shall be paid by Radford University in accordance with the contract documents
6. This Standard Contract identifies terms as negotiated and as agreed by both parties. In the event there is a conflict between the Standard Contract, Request for Proposal #R22-004, the Contractor's Proposal or Negotiation/Clarification points, the Standard Contract shall prevail.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

KELLY SERVICES, INC.

Print Name: Michael A. Plater, Ph.D.

Title: P, Higher Education Lead

Signature: 
DocuSigned by: 91DB86F8CD1E4BA...

Date: 1/27/2022 | 8:37 AM EST

RADFORD UNIVERSITY

Print Name: Kimberly Dulaney

Title: Executive Director of Strategic Sourcing

Signature: 
DocuSigned by: A873D88E74824DE...

Date: 1/24/2022 | 1:31 PM EST

Firm Name: Kelly Services, Inc
Address 999 West Big Beaver Road
Troy, MI 48084

Contact Information: Jeff Bujak, Vice President – Higher Education Practice
Phone: (803) 767-9129
Email: bujakj2@kellyservices.com

Talent Specialty: Kelly Education brings an unique perspective balancing today's workforce challenges along with a deep understanding of the innerworkings of higher education. With over 35 years of proven experience across 150 plus higher education partnerships, Kelly Education is the only true human capital company in the education space that supports higher education institutions both inside and outside the classroom. Proven experience in the following skill sets: Academic Coaches & Tutors, Administrative & Support roles, Adjunct & Full-Time Faculty, Career & Workforce Development, Curriculum Designers, Director & Mid-Level Management roles including Dean / Associate Dean / Associate Director level, Finance & Accounting, Human Resources, Information Technology and other highly qualified Educational Professionals.

Pricing:

Position Classification	Fee Structure
Level One – Sr. Director & Above	\$16,500
Level Two – Management	\$13,500
Level Three – Professional	\$10,000
Level Four – Other	\$7,500

Payment Terms: Upon completion of an individual job requisition launch call, Kelly Education & Radford University will mutually agree on Position Classification, Timeline and Fee Structure. Upon mutual agreement, Kelly Education will invoice Radford University for Position Recruitment Services with payment terms of net 30 days.



REQUEST FOR PROPOSAL # R22-004

RECRUITMENT PROCESS OUTSOURCING (RPO)

OCTOBER 22, 2021

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia* §2.2-4343.1 or against an Offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

REQUEST FOR PROPOSAL (RFP)
RFP # R22-004

GENERAL INFORMATION FORM

QUESTIONS/INQUIRIES: All questions/inquiries for information regarding this solicitation should be directed to:

Name: Kimberly Dulaney, CPSM
Phone: (540) 831-6092
Email: kddulaney@radford.edu.

Written questions to be submitted via email no later than: **November 4, 2021** Eastern Time

DUE DATE: Proposals will be received until **November 19, 2021** up to and including 3:00 PM Eastern Time

LATE PROPOSALS: To be considered for selection, proposals must be received by Radford University's Procurement and Contracts Department by the due date and time identified in this solicitation document. The official time used in documenting the receipt of proposals is that time identified on the automatic time stamp machine located in the Procurement and Contracts Department in the David E. Armstrong building on the main campus of Radford University. Proposals received in the Procurement and Contracts Department after the date and time designated are automatically deemed non-responsive and will **not** be given consideration. The University is **not** responsible for delays in delivery conducted by the U.S. Postal Service, private couriers, or the intra university mail system. **It is the sole responsibility of the Offeror to ensure their proposal reaches the Procurement and Contracts Department at Radford University by the designated date and time.**

ADDRESS: Proposals should be mailed or hand delivered to:

Radford University, Procurement and Contracts Department
P. O. Box 6885 (if via mail)
David E. Armstrong Complex, 501 Stockton St. (if via courier)
Radford, VA 24142-6885.

Identify the envelope package as instructed in **Attachment A – Terms and Conditions**.

UNIVERSITY CLOSINGS: If the University is closed as a result of an act of God or an emergency situation, the University's website shall post notices of said closings. It is the responsibility of the vendor to check the website at www.radford.edu for said notifications. If the University is closed on the day proposals are due, proposals will be accepted same time the next scheduled business day the University is open. If the University is closed on the day of a scheduled pre-proposal conference a written addendum will be issued to officially reschedule the conference.

TYPE OF BUSINESS: (Please check all applicable classifications). In order to qualify for assigned Small, Women and Minority (SWaM) points your business must be certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), provide your assigned SBSBD certification number. For assistance with SWaM certification, visit the SBSBD website at <https://www.sbsd.virginia.gov/>

_____ **Large**

_____ **Small business** – A business that is at least 51% independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of these individual owners shall control both the management and daily business operations of the small business.

_____ **Women-owned business** – A business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or legal resident aliens, and both the management and daily business operations are controlled by one or more women.

_____ **Minority-owned business** – A business that is at least 51% owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals, or any historically black college or university, regardless of the percentage ownership by minority individuals or, in the case of a corporation, partnership, or limited liability company or other entity, the equity ownership interest in the corporation, partnership, or limited liability company or other entity.

COMPANY INFORMATION/SIGNATURE: In compliance with this Request for Proposal and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the goods or services in accordance with the attached signed proposal inclusive of all addenda, if applicable, and as mutually agreed upon by subsequent negotiation.

FULL LEGAL NAME (PRINT) (Company name as it appears with your Federal Taxpayer Number)		FEDERAL TAXPAYER NUMBER (ID#)	
BUSINESS NAME /DBA NAME/TA NAME (If different than the Full Legal Name)		BILLING NAME (Company name as it appears on your invoice)	
PURCHASE ORDER ADDRESS		PAYMENT ADDRESS	
CONTACT NAME/TITLE (PRINT)		EMAIL ADDRESS	
TELEPHONE NUMBER	TOLL FREE TELEPHONE NUMBER	FAX NUMBER	EVA VENDOR ID NUMBER
			VIRGINIA STATE CORPORATION COMMISSION REGISTRATION NUMBER

I acknowledge that I have received the following addenda posted for this solicitation.

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ (Please check all that apply.)

SIGNATURE: _____

DATE: _____

1. PURPOSE:

The intent and purpose of this Request for Proposal (RFP) is to establish a contract through competitive negotiations for Recruitment Process Outsourcing (RPO) Services for Radford University located at 801 East Main Street, Radford, Virginia 24142, an agency of the Commonwealth of Virginia.

2. SMALL, WOMEN-OWNED AND MINORITY OWNED - SWaM BUSINESS PARTICIPATION:

The mission of Radford University is to ensure strategic business development practices are in place to promote Small, Women-Owned and Minority-Owned (SWaM) businesses to the maximum extent. Radford University encourages prime suppliers, Contractors, and service providers to facilitate the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other inclusive and innovative relationships.

Radford University has established SWaM goals that are posted on the Procurement and Contract website. Links to the University's SWaM initiative can be located at: [Procurement and Contracts | Radford University](#).

3. CONTRACT PERIOD:

The term of this contract is for one (1) year, or as negotiated. There will be an option for four (4) one-year renewals, or as mutually negotiated.

4. BACKGROUND

Radford University Background:

Radford University is a comprehensive public university of 11,870 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service and research programs. Well known for its strong faculty/student bonds, innovative use of technology in the learning environment and vibrant student life on a beautiful 204-acre American classical campus, Radford University offers students many opportunities to get involved and succeed in and out of the classroom. The University offers 76 bachelor's degree programs in 47 disciplines, three associate degrees, and six certificates at the undergraduate level; 27 master's programs in 22 disciplines and six doctoral programs at the graduate level; and 13 post-baccalaureate certificates and one post-master's certificate. A Division I member of the NCAA and Big South Conference, Radford University competes in 16 men's and women's varsity athletics. With over 300 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development and community service. In addition to robust academic offerings and engaging student experiences on the main campus located in Radford, Virginia, Radford University also offers a clinical-based educational experience for more than 1,000 students living and learning in Roanoke, Virginia as part of Radford University Carilion, a public-private partnership focused on the cutting-edge delivery of health sciences programming, outreach and service.

Specific Background: Radford University is seeking to partner with an external vendor to continue to enhance/supplement our talent acquisition efforts with a customizable approach. The overarching goals are to ensure seamless and effective faculty and staff talent acquisition processes, enhance our employment brand and the ability to attract, source and manage prospective applicants and build a productive pipeline of talent to apply to posted positions.

5. EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCURMENT SYSTEM: The eVA internet electronic procurement solution streamlines and automates government purchasing activities within the Commonwealth of Virginia. Radford University, and other state agencies and institutions, have been directed by the Governor to maximize the use of this system in the procurement of goods and services. We are therefore requesting that your firm register as a **self-registered** vendor in the eVA system.

There are transaction fees involved with the use of eVA. These fees must be considered within the provision of quotes, bids, and price proposals offered to Radford University. Failure to register within the eVA system may result in the quote, bid or proposal from your firm being rejected and the award made to another vendor who is registered in the eVA system.

Registration in the eVA system is accomplished on-line. Your firm must provide the necessary information. Please visit the eVA website portal at <https://eva.virginia.gov/register-now.html> and register with eVA. This process needs to be completed before Radford University can issue your firm a Purchase Order or contract. If your firm conducts business from multiple geographic locations, please register these locations in your initial registration.

For registration and technical assistance, reference the eVA website at <http://www.eva.virginia.gov>, or call eVA Customer Care at 866-289-7367 or 804-371-2525. Email eVACustomerCare@DGS.Virginia.gov

6. **CONTRACT PARTICIPATION-COOPERATIVE PURCHASING/USE OF AGREEMENT BY THIRD PARTIES**

Under the authority of §6 of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (see <https://vascupp.org/rules.pdf>), it is the intent of this solicitation and resulting contracts to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions or lead issuing institution's affiliated corporations may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with the contract terms. The Contractor shall notify Radford University in writing of any such entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor. The Contractor will provide semi-annual usage reports for all entities accessing the contract. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Radford University. Radford University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that Radford University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Use of this contract does not preclude any participating entity from using other contracts or competitive processes as the need may be.

7. **CONTRACT ADMINISTRATION:** Radford University assigns Contract Administrators to each contract awarded. The Contract Administrator shall be the initial point of contact for the Contractor. Contract Administrators are charged with ensuring the terms and conditions of the contract are followed, payments are made in accordance to the contractual pricing schedule, and reporting noncompliance issues to the Procurement and Contracts Department at Radford University. Contract Administrators **do not** have the authority to authorize changes and/or modifications to the contract. Should noncompliance issues exist and cannot be resolved at this level or changes/modifications to the contract are required, the assigned Contract Officer in the Procurement and Contracts Department must be notified immediately by the Contract Administrator. The assigned Contract Administrator will be provided at time of contract award.

8. **STATEMENT OF NEEDS:** Radford University invites companies specializing in Recruitment Process Outsourcing (RPO) services to submit proposals to conduct nation-wide recruitment for highly qualified individuals to fill a variety of positions on an as-needed basis. The process will be conducted in accordance with Radford University policies and procedures which will be provided to the winning proposer on each engagement.

Companies must be able to provide such services as:

- A. Solicit input from Human Resources and other stakeholders to understand and ascertain required information to understand the role, responsibilities, qualifications, and experience needed for positions. The University anticipates using winning proposer for a variety of mid-level management positions such as Directors, Associate Directors, Managers, etc.
- B. Work with stakeholders to assist in the development and review of job specifications to enhance the recruitment process and present the University in a favorable position for candidate recruitment.
- C. Source job candidates through a number of different channels to attract qualified candidates. The winning proposer will be expected to source candidates locally, regionally and nationally.
- D. Create and manage candidate pool. Reach out to qualified candidates to gauge interest and confirm qualifications. Screen candidates in pool to ascertain if candidate is qualified.
- E. Verify educational background, licensing or required credentials to perform job.
- F. Meet with stakeholders on a regular basis to review candidate pool. Make recommendations on hires.
- G. Encourage candidates to submit application through the University Human Resources application portal. Answer candidates' questions representing the University. Ensure candidates understand the application process and submits all required documentation. Maintain communication with candidates throughout the application process.
- H. Notify candidates who were not selected.

9. **SPECIFIC REQUIREMENTS:**

Proposals should be as thorough and detailed as possible so that Radford University may properly evaluate your capabilities to provide the required goods or services. Offerors are required to submit the following information/items as a complete proposal:

- a. Provide an overview of your company including qualifications and experience in providing services outlined in this RFP. Include organizational structure, names of principles, location and other types of services offered. Provide a recruiting strategy that you employ. Discuss how you will represent the University and Southwest Virginia to recruit qualified candidates. Describe your company's Conflict of Interest policy relative to multiple client organizations and the same candidates. Provide your record of success with the RPO process such as number of positions filled and the amount of time it took to fill positions based on similar organizations.
- b. Provide a pricing table that outlines costs structure, preferably a flat fee that represents a tiered pricing structure representative of the position. Itemize any fees, expenses and optional costs separately. Outline payment terms and process for the positions that are not filled by company.
- c. **References:** Provide four (4) references, either educational (preferred) or governmental, for whom you have provided the type of services described herein. Include the date(s) services were furnished, the client name, address, and the name and phone number of the individual Radford University has your permission to contact.
- d. ***Participation of Small, Women-owned and Minority-owned business (SWaM) Business:** If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSBD website at <http://www.sbsd.virginia.gov>.

10. SELECTION CRITERIA AND AWARD

A. Selection Criteria:

Proposals will be evaluated by Radford University using the following weighted evaluation criteria.

	Evaluation Criteria	Percentage of Points
1	Qualifications and experience of Offeror in providing the goods/services.	20%
2	Quality of products/services offered and suitability for the intended purposes.	15%
3	Specific plans or methodology to be used to provide the products/services.	30%
4	Financial (Cost)	25%
5	Participation of Small, Women-Owned and Minority-Owned (SWaM) Businesses.	10%
	TOTAL	100%

- B. **Award:** Selection shall be made of two or more Offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation criteria included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offers so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each Offeror so selected, Radford University shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror. Radford University may cancel this Request for Proposal or reject proposals at any time prior to award. Should Radford University determine in writing and in its sole discretion that only one Offeror has made the best proposal a contract may be negotiated and awarded to that Offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the Contractor's proposal as negotiated. See **Attachment B** for sample contract form. **Radford University reserves the right to award multiple contracts as a result of this solicitation.**

11. PROPOSAL PREPARATION AND SUBMISSION:

A. GENERAL INSTRUCTIONS:

1. **RFP Responses:** In order to be considered for selection, Offerors shall submit a complete response to this RFP to include.
 - a. **One (1) original paper copy of the entire proposal, INCLUSIVE OF ALL ATTACHMENTS.** Any proprietary information should be clearly marked in accordance with section 12.A.1.c below.
 - b. **One (1) electronic copy** in WORD format or searchable PDF (USB/Flash Drive) of the entire proposal as one document, **INCLUSIVE OF ALL ATTACHMENTS** mailed along with the hard copy above. Any proprietary information should be clearly marked in accordance with 12.A.1.c below.
 - c. Should the proposal contain **proprietary information**, provide **one (1) redacted** electronic copy in WORD format or searchable PDF (USB/Flash Drive) of the entire document **INCLUSIVE OF ALL ATTACHMENTS. All identified proprietary information should be blacked out.** This USB/Flash Drive should be marked **"Redacted Copy"**

- d. Response shall be submitted to:

Radford University
Procurement and Contracts Department
Attn: Kimberly Dulaney, CPSM
P.O. Box 6885
David E. Armstrong Complex
501 Stockton Street
Radford, VA 24142-6885

Identify the envelope/package as instructed in Attachment A – Terms and Conditions

No other distribution of the proposal shall be made by the Offeror.

B. PROPOSAL PREPARATION:

- a. **Sign and Complete:** Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in Radford University requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by Radford University. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
- b. **Concise & Clear:** Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
- c. **Organization:** Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the attachment, paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposal should contain a table of contents, which cross-references the RFP requirements. Information which the Offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find the RFP requirements are specifically addressed.
- d. **Word Usage:** As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “must” and “shall” identify requirements whose absence will have a major impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements. The inability of an Offeror to satisfy a “must” or “shall” requirement does not automatically remove that Offeror from consideration; however, it may seriously affect the overall rating of the Offeror's proposal.
- e. **Binding:** The original proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
- f. **Ownership:** Ownership of all data, materials and documentation originated and prepared for Radford University pursuant to the RFP shall belong exclusively to Radford University and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, to prevent disclosure the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing either before or at the time the data or other materials is submitted. The written request must specifically identify the data or other materials to be protected and state the reasons

why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in the rejection of the proposal.

- g. **Legal Agreement:** Unless noted in the proposal, a signed and submitted proposal certifies that the firm's principals or legal counsel has reviewed the Request for Proposal General Terms and Conditions and the Special Terms and Conditions and agrees that these provisions will become a part of any final agreement, and that the principals or legal counsel has reviewed and approved the firm's entire proposal prior to submission to the University.

- C. **ORAL PRESENTATIONS:** Offerors who submit a proposal in response to this RFP may be invited to give an oral presentation of their proposal to Radford University. This will provide an opportunity for the Offeror to clarify or elaborate on the proposal but in no way will change the original proposal. The University will schedule the time and location of these presentations. Oral presentations may be conducted at the option of Radford University; therefore, proposals should be complete.

- 12. **INVOICES and PAYMENT:** Invoices for goods or services provided under any contract resulting from this solicitation should be submitted by email to acctspayable@radford.edu. Invoices shall be identified with the assigned contract number. Invoices shall identify contract pricing for all good/services payment is being requested. If submitting invoices by mail use the following address. **Email is the preferred method of invoice receipt.**

**RADFORD UNIVERSITY
ACCOUNTS PAYABLE
POST OFFICE BOX 6906
RADFORD, VA 24142-6906**

Payment will be made thirty days after receipt of proper invoice for the amount of payment due, or thirty days after receipt of goods / services, whichever is later, in accordance with the [Commonwealth of Virginia Prompt Pay Act](#).

- 13. **ADDENDUM:** Any **ADDENDUM** issued for this solicitation may be accessed on Virginia Business Opportunities by going to www.eva.virginia.gov. Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.
- 14. **COMMUNICATIONS:** Communications regarding this solicitation shall be formal from the date of issue, until either a Contractor has been selected or the Procurement and Contracts Department at Radford University rejects all proposals. Formal communications will be directed to the Contract Officer listed on this solicitation. Reference General Information – Questions/Inquiries. Informal communications, including but not limited to request for information, comments or speculations regarding this solicitation to any University employee other than a Procurement and Contracts Department representative may result in the offending Offeror's proposal being rejected.
- 15. **TERMS AND CONDITIONS:** This solicitation and any resulting contract/purchase order shall be governed by the attached terms and conditions. See **Attachment A**.
- 16. **ATTACHMENTS:**

Attachment A – Terms and Conditions
Attachment B – Sample of Standard Contract Form

Attachment A
TERMS AND CONDITIONS

A. [GENERAL TERMS AND CONDITIONS.pdf](#)

B. ADDITIONAL TERMS AND CONDITIONS:

1. **ADDITIONAL GOOD AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services, under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the contract.
2. **AUDIT:** The Contractor hereby agrees to retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. Radford University, its authorized agents, and/or state auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Radford University shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this contract.
4. **CANCELLATION OF CONTRACT:** Radford University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all addendums thereof, the proposal submitted by the Contractor, the written results of negotiations, the University Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL ENVELOPE:** The signed proposal should be returned in a separate envelope or package and identified as follows:

From

Name of Offeror	Due Date	Time Due
Street or Box Number		Solicitation Number
City, State, Zip Code		Solicitation Title
Name of Procurement Officer:		

The envelope should be addressed to:

RADFORD UNIVERSITY
Procurement and Contracts Department
P.O. Box 6885
501 Stockton Street
Radford, Virginia 24142

The Offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing, hand delivered, mailed or electronically submitted to the address of the respective party at the following address:

If to the Contractor: Address Shown on the RFP Cover Page

Attention: Name of Person Signing RFP

If to Radford University:

RADFORD UNIVERSITY
Procurement and Contracts Department
Attn: Contract Officers Name
P.O. Box 6885
501 Stockton Street
Radford, Virginia 24142

8. **PUBLIC POSTING:** Radford University maintains a web-based contract database with a public gateway access. Any resulting cooperative contract(s) to this solicitation will be posted to the publicly accessible website. Contents identified and mutually negotiated, as proprietary information will not be made public.
9. **SEVERAL LIABILITY:** Radford University will be severally liable to the extent of its purchase made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

C. SPECIAL TERMS AND CONDITIONS:

1. ADVERTISING: In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Radford University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that Radford University has purchased or uses its products or services, and the Contractor shall not include Radford University in any client list in advertising and promotion materials without the express written consent of the University.

2. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor assures that the information and data obtained as to personal facts and circumstances related to faculty, students or staff and affiliates will be collected and held confidential, during and following the term of this contract, and will not be divulged without the individual's and the University's written consent and only in accordance with federal law or the Code of Virginia. This shall include FTI, which is a term of art and consists of federal tax returns and return information (and information derived from it) that is in contractor/agency possession or control which is covered by the confidentiality protections of the Internal Revenue Code (IRC) and subject to the IRC 6103(p)(4) safeguarding requirements including IRS oversight. FTI is

categorized as sensitive but unclassified information and may contain personally identifiable information (PII). Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of any breach or suspected breach in the security of such information. Contractors shall allow the University to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.

Attachment B**SAMPLE CONTRACT FORM**

**Standard Contract form for reference only
Offerors do not need to fill in this form.**

**STANDARD CONTRACT**

Contract Number: **Rxxxxx**

This contract entered into this ___ day of _____, 20___, by _____, located at (insert complete physical address), hereinafter called the “Contractor” and Commonwealth of Virginia, **Radford University**, called the “Purchasing Agency or Radford University”, located at 801 East Main Street, Radford, VA. 24142.”

1. **WITNESSETH** that the Contractor and Radford University, in consideration of the mutual covenants, promises and agreements contained, agree as follows:
2. **SCOPE OF CONTRACT:** The Contractor shall provide _____ to Radford University as set forth in the Contract Documents.
3. **TERM OF CONTRACT:** From _____ through _____ with _____ **year renewal options or as negotiated, to include all contractual provisions contained herein.**
4. **THE CONTRACT DOCUMENTS SHALL CONSIST OF:**

This signed Radford University Standard Contract. Document;

Radford University’s Request for Proposal (RFP) Rxx-xxx dated _____, Addendum xxx dated _____

Contractor’s Proposal signed and dated _____

Negotiation Summation:

5. **COMPENSATION AND METHOD OF PAYMENT:** The Contractor shall be paid by Radford University in accordance with the contract documents.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:

Print Name: _____

Title: _____

Signature: _____

Date: _____

RADFORD UNIVERSITY

Print Name: _____

Title: _____

Signature: _____

Date: _____



Addendum Number One (1)

Date: November 5, 2021

Reference Request For Proposal Number:	R22-004
Commodity:	Recruitment Process Outsourcing (RPO)
Dated	October 22, 2021
For Delivery To:	Radford University Agency, Commonwealth of Virginia 501 Stockton Street Radford, Virginia 24142
Proposal Due Date/Time:	November 19, 2021, 3:00 pm

1. The following questions have been received in response to the aforementioned RFP:

Question 1. Do you have description on the roles you would include in this RPO program?

RU Answer: The types of roles will be primarily mid-level management such as Directors, Associate Directors, Managements and other non-academic roles. For example, we've recently engaged services for the roles of Associate Controller, Director of Capital Construction and Information Security Officer.

Question 2. Do you have the volume per role?

RU Answer: No, the scope of work will be negotiated based on the terms of the contract award as a result of this solicitation and will be specific to the role for which services are being requested.

Question 3. How many positions are you looking to fill in the 1-year period of the contract?

RU Answer: Unknown at this time. This will be an on-demand contract. Each position will be discussed in detail with the winning vendor prior to engagement with the terms negotiated during this RFP being the vehicle for which the engagement will executed.

Question 4. Do you currently have an incumbent RPO provider, or an ATS already set up?

RU Answer: This is a new contract for the University but we have worked with a provider in the past.

Question 5. What is the geographic scope of the request?

RU Answer: The winning vendor will be most successful with targeting candidates in the New River Valley and Southwestern Virginia area. We are open to all candidates regardless of geographical location.

Question 6. Are there any current pain points you are specifically looking to alleviate by implementing an RPO solution?

RU Answer: It is imperative that recruiting is targeted in this area and specific to Radford University to identify qualified candidates interested in working with Radford University.

Question 7. What is the compensation ranges of these roles?

RU Answer: It depends on the position but we will rely on the expertise of the winning vendor to assist in identifying benchmark salaries once a role is identified for the RPO process.

Question 8. What are the locations of these roles?

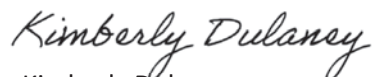
RU Answer: All roles will be based in Radford Virginia on the Radford University main campus or possibly in Roanoke Virginia with our Roanoke campus.

2. No further questions will be accepted for this RFP.

3. The due date and time remain Friday, November 19, 2021 at 3:00 pm.

Note: A signed acknowledgement of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Respectfully,



Kimberly Dulaney
Executive Director of Strategic Sourcing
Phone: 540-831-6092
Email: kddulaney@radford.edu

Name of Firm:	
Signature:	Title:
Print Name:	
Date:	

A Partnership Proposal for Radford University



TALENT
THAT
MOVES
EDUCATION
FORWARD

Response to Radford University

Request for Proposal # R22-004

Recruitment Process Outsourcing (RPO)

Kelly Education

November 19, 2021 3:00 PM EST

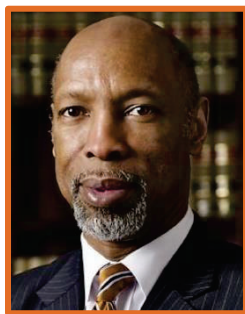


Point of Contact

Kristina Djokic
Vice President, Higher Education Advisory Practice
Kelly Education

586.615.6260
kristina.djokic@kellyservices.com

A Personal Commitment from Dr. Michael Plater



On behalf of Kelly Higher Education®, I would like to thank Rowan College at Burlington County ("Rowan College") for the opportunity to respond to your RFP for **Recruitment Process Outsourcing**. We are very excited to partner with one of the largest schools in the Minnesota State system and look forward to designing a solution that will make a positive, long-term impact on the lives of Rowan College students.

It is our understanding that Rowan College is seeking the services of firms, agencies, and/or individuals qualified to perform services for the College in the areas of temporary staffing to cover short-term vacancies or for professional administrative support personnel for projects with a definite duration. As the leader in education talent, we provide solutions that empower universities to deliver exceptional service and provide the highest quality educational experience to their students and we are committed to doing the same for Rowan College.

For the past 35 years, Kelly has been serving hundreds of higher education institutions with a wide variety of solutions, helping solve the most complex talent challenges. We have gained a strong understanding of these environments and recognize that the staffing needs of universities and colleges are unique. With that said, we will provide a customized staffing solution driven by Rowan College's requirements and specifically aligned with your objectives. Kelly Higher Education is committed to powering Rowan College with the best talent to fill the identified positions in this RFP.

We believe that it takes all of us working together to truly have an impact on our students' present and future goals. Many students have been denied learning opportunities for generations and Kelly Education is working tirelessly to change that. We believe that education starts with equity for ALL students. When we stand together against inequities and knock down unjust barriers, we help ALL students reach their full potential, resulting in the best possible outcome for students interested in higher education.

Kelly Higher Education is committed to supporting Rowan College as you prepare students for life, work and citizenship in the twenty-first century. In this proposal we describe our plan to provide Rowan College with highly qualified and motivated talent.

We thank you for the opportunity to establish a partnership with the University and look forward to next steps.

Sincerely,

Dr. Michael Plater

Vice President and Practice Leader of Kelly Higher Education



TABLE OF CONTENTS

Radford University's Evaluation Criteria	5
Qualifications and experience of Offeror in providing the goods/services. 20%	6
Quality of products/services offered and suitability for the intended purposes. 15%	9
Specific plans or methodology to be used to provide the products/services. 30%	14
Financial (Cost). 25%	1
Participation of Small, Women-Owned and Minority-Owned (SWaM) Businesses. 10%	2
Required Forms	3

©2021 Kelly Services, Inc. Printed in the United States of America. Product names are trademarks of their respective companies.

Radford University's Evaluation Criteria

Kelly Education



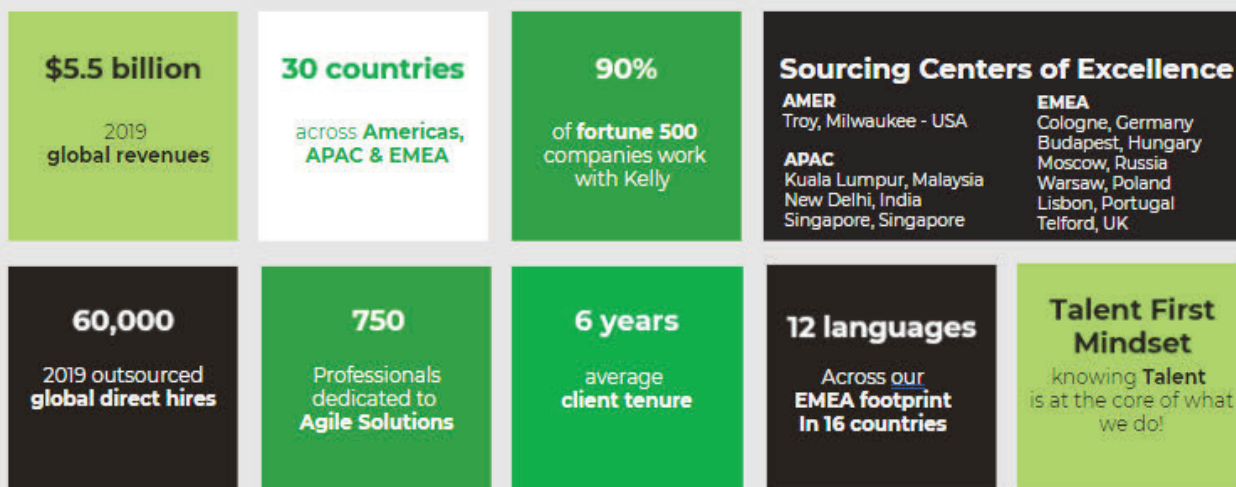
Qualifications and experience of Offeror in providing the goods/services. 20%

Through our more than two decades as a practice, Kelly has built an enviable RPO client base around the globe. These clients include many well-known brands that trust us with the delivery of mission-critical recruiting solutions or fully outsourced recruitment models that preserve and/or strengthen their employer brands.

Our practice has a unique focus on delivering value to our clients. To fully realize value, we first work with client stakeholders to create a value map, which enables us to generate program goals that correlate directly with our client's overall strategic objectives. This has allowed us to consistently meet or exceed the expectations of a diverse population of clients — from project-based hiring to filling 100% of a client's positions.

Our approach yields high-quality, culture-matched talent. We understand Redford University requires high-quality candidates that are a cultural fit within your organization. We are able to match Redford University's requirements (both hard skills and soft traits) with candidates who are excited to contribute to your success — leveraging our expertise to save you time, cost, and the energy needed to recruit candidates who can immediately contribute to achieving your business goals.

The Kelly Vision: To be the most creative, insightful, and agile talent company, committed to uniting vital talent with great organizations where, together, we thrive



Named as a **Major Contender on the Everest Group® RPO PEAK Matrix™**, which assesses market success & delivery capability of RPO providers (7th consecutive year)



Identified as a **Leader on the NelsonHall Next Generation RPO NEAT Report** which analyzes the performance of vendors offering RPO services

Our Higher Education Experience

Kelly recognizes that the staffing needs of colleges and universities are unique. Gaps in employment and a limited candidate pool can hinder your ability to deliver the best learning environment possible. When also accounting for surges in admittance, registration, and financial aid Radford University could find itself in need of specialized help on very short notice. Your obligation to improve Radford University's current programs and drive cost out of an already limited budget can be a formidable task. We can help to relieve part of that burden by optimizing your staffing resources.

We built our staffing solutions for higher education based on relationships with more than 400 colleges and universities across the country. Last year we filled more than 5,400 assignments for our higher education clients. We have many long-standing relationships in this sector that have allowed us to gain a strong understanding of these environments and how the use of temporary labor can help support your educational mission. Kelly's unique, first-hand experience with the academic culture means that you can count on us to help leverage your spending and implement more efficient processes. We have identified areas of service for the placement of temporary and permanent employees that can be critical to higher education clients, such as Radford University including:

- Office/Clerical
- Scientific
- Light Industrial
- Contact Center
- Finance and Accounting
- Information Technology
- Engineering
- Marketing

Our flexible staffing model incorporates temporary, temporary-to-hire, and direct placement positions among these various service lines. Additionally, as an Equal Opportunity Employer, we support and deliver cultural diversity that is a building block of higher education.

Key Areas of Focus

Our program will benefit the talent management initiatives at your institution in the five key areas described below:

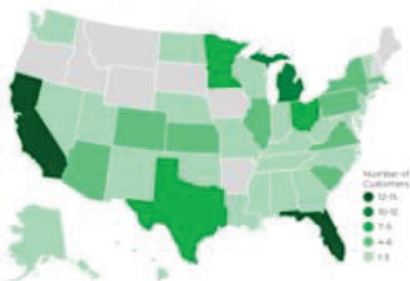
- **Cost Containment** – Realized through vendor management, consolidated spending, and the ability to be your one-stop shop for every staffing need
- **Risk Management** – Offering Radford University peace of mind via consistent screening and hiring practices
- **Diversity Management** – Programs developed with our supplier and workforce diversity affiliates, driven to mirror your educational community
- **Process Automation** – Efficiency accomplished via electronic invoicing, ordering, timekeeping, and reporting
- **Quality Management** – Ensuring quality delivery of services for every position



Over 35 years supporting higher education.

We built our staffing solutions for higher education based on relationships with more than 400 prestigious institutions, including Ivy League and other top schools across the country.

121 Higher Education clients across the U.S., Canada and Puerto Rico



Customers
U.S.-117 (incl. 5 in District of Columbia), Canada-3, Puerto Rico-2

91.3%
delivery rate

5,270+
filled orders

1.4M+
annual hours on assignment

Workforce solutions
Temporary Staffing
Direct Hire
Professional Payroll Outsourcing

Placements by service line

31.7%	Office	2.3%	IT
27.0%	Marketing	1.3%	Education
15.8%	Light Industrial	1.0%	Finance
12.4%	Professional (Other)	<1%	Contact Center
4.1%	Science	<1%	Engineering
4.0%	Creative Services		

Quality of products/services offered and suitability for the intended purposes. 15%

Our RPO business takes a consultative approach to designing and delivering solutions – there is not a one size that will fit all.

What you see here is our overall framework – with four solution phases that describe the types of outcomes our clients can expect.

Importantly, at the core we use analytics (and predictive ones where possible) to drive good decision making; take a digital first approach when it makes sense; and we keep the mindset of our targeted talent front and center.

- We begin every partnership by working with our clients to **align** on desired outcomes and what success will look like.
- That will serve as the foundation to begin building our sourcing and engagement strategies in the **attract** phase.
- In the **select** solution phase, we take great care to manage high potential candidate relationships and select for best fit.
- We hold ourselves accountable to ensure that once we **deliver** talent into our customer's organization, we learn from that experience – taking the best, and continuously improving the rest.



Multiple building blocks underpin each of these phases – and the solution is intended to be dynamic as your needs change and market capabilities evolve (think digital and HR technology stack strategy).

If we looked deeper (and we'd plan to as your RPO partner) into this building block alone, we'd do so with the purpose of defining the current- and desired future-state for technology and digital recruiting solutions.

The building blocks of our solution are described below with associated deliverables:

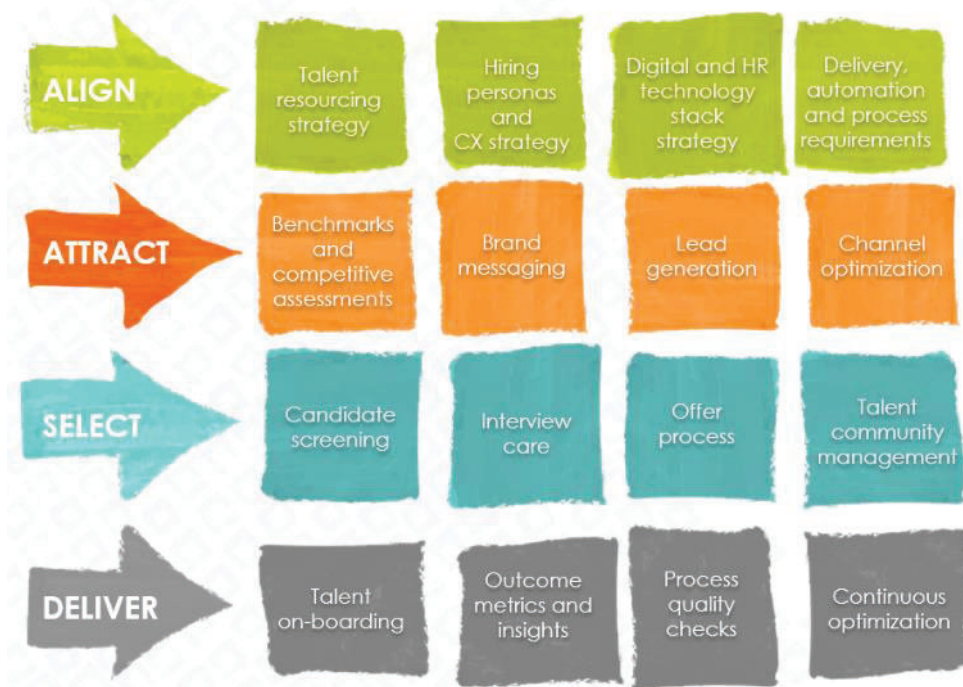
Building Block 1: Talent Resourcing Strategy

At its core, strategic workforce planning is about anticipating talent demand, assessing internal/external supplies and designing the best ways (through buy/build/borrow sourcing actions) to close those gaps. Sometimes, this means managing through shortages – and sometimes this means managing through talent surpluses – both of which are critically important when it comes to optimizing the return on talent investments. We have proposed to kick off our work with you by facilitating a two-hour workshop that dives into the talent challenges you anticipate as a result of how your business is changing, what types of risks these challenges pose, and what can be done to better get out in front of them. The intention of this workshop is to minimize your risks and meet the demands of your hiring managers. We spend time upfront to fully understand Redford University's workforce requirements both today and into the future.

Building Block 2: Hiring Personas and Candidate Experience (CX) Strategy

Hiring personas – very much like customer personas in the consumer product world – define the demographics, values, motivators, and social patterns/preferences of the ideal candidate. Using a range of quantitative and qualitative methods, we flex our approach to meet the unique personification needs of each client (driven by factors such as the criticality of the role to business success, the difficulty of

the sourcing challenge, etc.). Hiring personas offer a unique insight into talent to allow a better ability to target sourcing and engagement strategies.



Building Block 3: Digital and HR Technology Stack Strategy

The importance of technology in talent acquisition has been constantly growing over the last several years – and dramatically within the past few. Only a few years ago it was enough to have an ATS to manage candidate applications, but today there are many more point solutions available to solve specific challenges during the hiring process.

We differentiate between what we call “backbone technologies” that are required to manage an effective RPO program, and point solutions that solve very specific challenges during the recruitment process. Backbone technology that we can bring to your program include:

- Recruitment Marketing Platform
- Talent Community
- Candidate Relationship Management Software (CRM)
- Applicant Tracking System (ATS) (ours or our client’s)
- ChatBot technology that automates parts of the communication between the candidate and the company

In addition to these backbone technologies, point solutions may focus on social referrals, programmatic advertising, resume parsing, video interviewing, gamified assessment, and the like. Our RPO practice works closely with our IT team to identify, test, and integrate point solutions into the solutions we design for each client.

Building Block 4: Process, Delivery and Automation Requirements

It is important to approach the use of recruiting technology as one part of your organization's integrated overall HR digitization strategy. A misalignment here can create inconsistencies in the way internal candidates and hiring teams experience HR processes – leading to confusion and a sense of the process being overcomplicated and not working together. Many organizations do not objectively assess the digital sophistication of their HR team, how much support they can reasonably expect from IT, given other enterprise priorities, and how well IT understands the overall digital recruiting technology landscape (which is far more crowded and complex than the enterprise-level HRIS landscape).

Engaging with key HR and IT stakeholders ahead of making decisions to buy or borrow digital technology will be critical to success. A simple automation maturity model can help prepare for and facilitate such discussions. We also work with you to develop a detailed implementation plan – including the optimal delivery strategy and related process requirements.

Building Block 5: Benchmarks and Competitive Assessments

During this phase, we define and apply relevant benchmark data to gain external insights that will help identify risk and opportunities, and ultimately, shape the sourcing solution for Redford University.

Building Block 6: Brand Messaging

As part of your program, we create messages that resonate with and compel potential job seekers to share and apply for open roles with Redford University and/or engage in relevant talent communities. We do this through translating your existing employer brand and employee value propositions (EVP) into relevant candidate-facing assets or by collaborating with your internal HR and communications teams to create new materials.

We use your EVP to package attributes that will resonate with your target talent populations. An EVP is a unique offer – one that articulates the value you offer employees in exchange for the skills, commitment, and effort they bring to your organization. We begin by creating a foundation. Gaining an understanding of your company heritage, strategy, and your thoughts on what your current EVP may be. We then collect information from multiple sources to develop a sense of who the organization is now, and who they hope to be in the future. We co-create your revised or new EVP with the participation of key Redford University stakeholders, as their voice must be present throughout the messaging. EVPs then go through revisions and validations through internal reviews that are essentially a stress and authenticity test. Once validated, we provide guidance on how to develop communications that feature the EVP through text, imagery, tone, and feel. Finally, we work with your team to tie the EVP into measurable business results that impact both talent and business objectives.

Building Block 7: Lead Generation

It is common for organizations to focus on recruiting funnel benchmarks. While helpful, we find that targeted sourcing strategies that feed that top of the funnel are most critical – and will ultimately net the greatest yield throughout the funnel. Today, smart sourcing strategies extend far beyond traditional job boards with more deliberate ways to understand the best sources for particular talent.

The more targeted and precise you can be knowing the demographic and behavioral motivators of your targeted talent – and, consequently, where they can be found online and otherwise – the more effective the pull on your funnel will be.

Building Block 8: Channel Optimization

Channel optimization includes measuring the effectiveness of aggregate and individual elements of the sourcing strategies created for Redford University roles. From here, we adjust strategy and plans as appropriate based on the results we achieved to that point.

Building Block 9: Candidate Screening

Our approach to candidate screening is to identify and begin to nurture the best-fit candidates by using processes and tools that inspire, and not frustrate – creating a positive candidate experience. The experience that candidates have through the screening process forms their initial impressions of Redford University and can have a significant impact on the overall hiring process.

Building Block 10: Interview Care

Kelly creates a seamless and effective interviewing experience for both the candidates and the hiring teams, influenced by your culture and preferences.

Building Block 11: Offer Process

We invest one-on-one time with targeted candidates---particularly those for key and pivotal roles--to continue the positive candidate experience throughout the offer process. Our team write compelling, yet practical, offer letters to move candidates to a positive decision.

Building Block 12: Talent Community Management

Managing your talent community of “silver medal” or other candidates is a key component of supporting your EVP and decreasing time to fill for future roles. We develop processes to keep these candidates connected to Redford University, your leaders and your open roles.

Building Block 13: Talent On-Boarding

Ensuring a positive candidate experience extends past offer acceptance. Our team follows candidates through the process to validate they complete and pass pre-employment testing and that “day one” logistics go smoothly.

Building Block 14: Outcome Metrics and Insights

Once on-board, we follow up to measure the performance and productivity effectiveness of new hires and use those measures to improve the process.

Building Block 15: Process Quality Checks

The outcome of the hiring process should be satisfied hiring managers and new employees. Process quality checks include survey processes to validate the satisfaction of all stakeholders. Feedback from these surveys are used to drive continuous improvement.

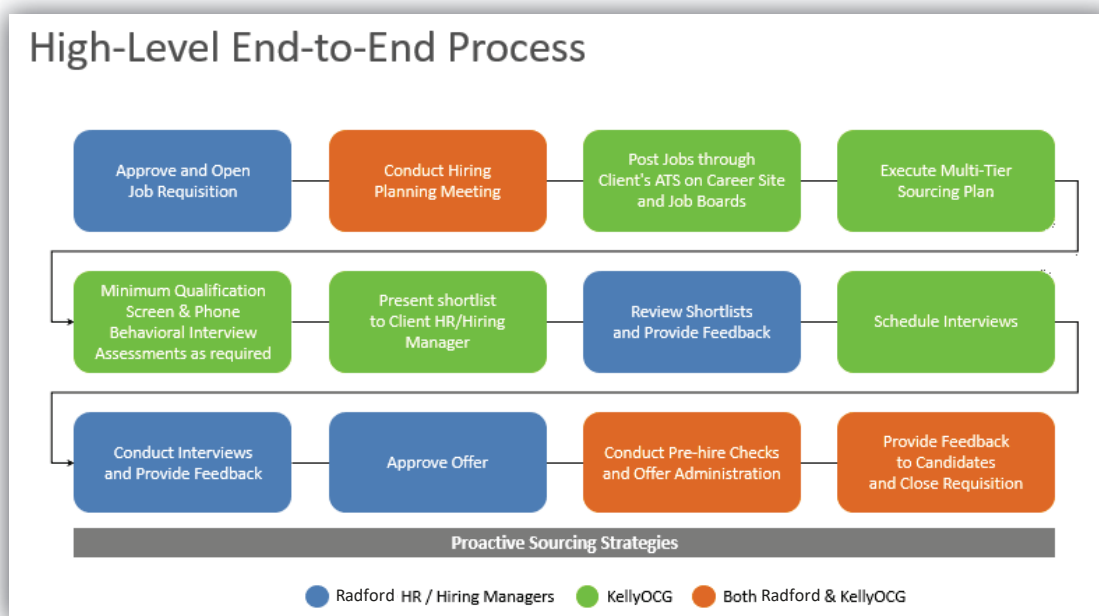
Building Block 16: Continuous Optimization

Working closely with Redford University, part of our job is to value check the relationship, the overall quality of our work, and the ways in which we amplify client results. In addition to our established survey process for new hires and hiring managers, we regularly review our services with Redford University stakeholders at the macro level to identify gaps, introduce innovations, and ensure we are aligned with your talent and business strategy.

Specific plans or methodology to be used to provide the products/services. 30%

One of Kelly's RPO solutions for Radford University is an end-to-end program that includes a concierge model to offer white glove service while leveraging our knowledge of Radford University and the market to consult with the hiring manager on the talent market. We manage all recruitment for in-scope roles, leverage Radford University's tools, create talent pools, connect with online talent communities, leverage niche agency partners if needed, and offer data analytics to provide insight into activities and results. We analyze the competitive candidate environment and determine how to connect and attract talent, leveraging our Candidate Relationship Management technology that acts as a repository for active and passive talent. Our team uses this tool as a push/pull medium as part of our recruitment campaigns. We also analyze the strength of the Radford University brand in attracting talent and recommend re-branding campaigns if required for specific target candidate populations. Our experience providing end to end RPO programs for other large organizations has, as examples, reduced agency spend 60% to 90% in year one and reduced cycle time by 10%+.

Our standard process flow is outlined below, and can be customized match the Radford University process as described above:



Implementation Approach

We will work closely with Radford University to lead all aspects of program deployment using our proven implementation methodology. Key elements of our quality-driven, global implementation process are described below:

Initiate: Our implementation experts conduct a Kick-off Session with Radford University at contract award to introduce our team and begin our preparations for the Planning Session. We begin with an assessment of Radford University's objectives for the program to determine the solution features that best meet your objectives. We will ask Radford University to identify a Project Sponsor with the authority to drive the change management plan for program deployment throughout your organization.

Plan: During this critical step, our team conducts a Program Design and Planning Session to clarify the needs we established through the sales process and gathers information needed to design service features that meet Radford University's goals by:

- An analysis of data collected from Radford University's sites to provide recommendations on process flows, requisition management, and identified service gaps
- Development of a customized implementation project schedule
- Development of a change leadership and communications plan to define target audiences and timing
- Validate preliminary Statement of Work/Service Feature Matrix

Based on what we learn through our planning and discovery session(s), our Implementation Project Manager designs processes specific to your documented business needs. We utilize a change control process to address any requirements that surface after the documented business needs are agreed to and discuss with Radford University how out-of-scope requirements will be addressed.

Execute: During this phase, we create the program deliverables, launch the program, and verify the following:

- All planned program features are integrated into the program design
- Communication Plan to Radford University stakeholders/end users is executed
- Assignment/Service Transition (if applicable)
- Business Process Document – Program Deliverables
- Design and deploy program training to all impacted Radford University stakeholders
- Design issue escalation/problem resolution processes
- Assess service delivery measures

Monitor and Control: The lifecycle of the project is managed using a Project Control Log and Project Status Dashboard developed specifically for Radford University's initiative. The Project Manager and the Core Project Team use the Dashboard to coordinate and manage project status plans, issue escalation, communication with the project team, and milestone tracking on a weekly basis.

Close: In the Closing phase of the project, Kelly conducts a lessons learned session with Radford University to document the project successes, opportunities and recommended best practices. It is during this phase that the formal transition from Implementation to the ongoing account team is conducted using our established Implementation Closure process. By engaging account operations resources throughout the implementation process, the transition to operations is transparent at this stage. The implementation and account team reviews the status, all project requirements and updates documentation. The transition is complete when the account team and the project manager agree the project requirements are fulfilled and each party signs off on the Implementation Closure document.



RESOURCES

Kelly is a flexible, innovative, results driven organization that has been providing best in class RPO solutions to our Fortune 500 clients since 1995. We have a proven track record of successful partnerships in the implementation and execution of RPO programs. We are driven and meet our service level agreements, while driving continuous best practices into the businesses we support. We bring our programs to the next level of recruitment process efficiency and sourcing excellence.

Delivery Team Roles

Our delivery structure is based on clearly defining the roles and responsibilities needed to service our customers so that we have clear lines of accountability and will achieve the desired output. To better understand the four main components of our delivery model, we have described them below:

1. Our Product Development organization is tasked with new product development from concept through launch and beyond. This team works with our internal team, clients, and industry sources to identify potential client needs for offerings that align with our company strategy. This team conceptualizes product design, validates the need, and builds a product roadmap that includes the development of operational procedures, process flows, work instructions, sales materials, contract components, and more. This team uses a defined design process with stages and gate reviews/approvals to ensure the product meets the needs of our clients and can be deployed and delivered effectively.

Benefit to Radford University: *Provides best practices developed through our team of experts and validated against our portfolio of RPO programs. Offers opportunities to evolve your program through state-of-the-art pilot opportunities with our start-up partners. Our specialized team can craft short- and long-term strategies for RPO programs, share industry thought leadership, and identify initiatives to drive cost, quality, and productivity improvements.*

2. **Central Operation Management (COM):** Operations resources, including the Radford University operations manager and recruitment team that will deliver services for your program each day. This team is responsible for managing overall service delivery, increasing efficiency, and focusing on continuous improvement and results. The COM allows us to concentrate our expertise in sourcing and screening to develop synergies among the staff and provide flexible resources as needed to respond to fluctuations in recruiting volume. This team will scale according to the number of hires needed in each phase or timeframe. In all cases, resources assigned to Radford University will have in-depth knowledge of the local talent markets to engage and attract quality talent for Radford University.

Benefit to Radford University: *Drives consistent operations for the Radford University program, tracks and measures program success, delivers process improvements, and scales our operation based on Radford University's business needs.*

3. **Centralized Service Hubs:** Supports screening, administrative, and back-office tasks for our RPO programs within our COM structure. Associate recruiters and recruiting logistics specialists focus on specific administrative aspects of the process, including pre-qualification of candidates, interview logistics, ATS updates, and generating offer letters, among other duties. Here, we focus on transaction speed, accuracy, repeatable tasks, as well as candidate and manager satisfaction. In the United States, our two Service Hubs are Troy, MI and Milwaukee, WI.

Benefit to Radford University: Removes administrative burden from Radford University's HR team, hiring managers and Kelly recruiting teams, increases program scalability, centralizes "like" tasks for efficiency, and focuses on increasing the productivity of the operations manager and recruiters.

4. **Sourcing Strategy Center:** Our Sourcing Strategy Center is unique in the RPO industry and gives Kelly and Radford University a competitive advantage. The Sourcing Strategy Center team was designed to provide market intelligence, recruitment marketing and sourcing plans, consultative services, and centralized posting services.

Benefit to Radford University: Provide insightful data and analytics on current market conditions, drive efficiencies to recruitment plans and processes, and provide a target-specific sourcing plan for effective hiring.

We have refined our account team structure through our many program deployments and have identified the following resources to manage an end-to-end RPO solution for our clients:

- **Account Manager:** Has responsibility and accountability for Radford University's RPO program. This individual monitors critical success factors, provides support to program operations to verify Radford University's needs are met, monitors compliance to program requirements, manages overall service delivery, identifies process improvements, and focuses on consistent services and best practices.
- **Operations Manager:** Responsible for our delivery team's recruitment output. The operations manager provides direction to the team from a recruitment development perspective and brings industry recruitment best practice knowledge to the sourcing team. This individual monitors production metrics of the recruiters to verify all talent pipelines are at the appropriate levels and the quality of candidates we are providing is top notch.
- **Recruiters:** Daily point of contact for Radford University hiring managers and candidates throughout the recruitment process. Recruiters focus on a strong pipeline for all positions by managing inbound applicants as well as proactive talent sourcing. This important role serves as the single point of contact to your HR team, hiring managers, and applicants throughout the recruitment process. Your recruiter focuses on a positive candidate experience and overall client satisfaction. Recruiters are equipped with at least five years of recruiting experience within a search agency or corporate recruitment team. Kelly provides specialized training to our staff on our proprietary methods for aggressively searching the talent marketplace for top talent. Recruiting methodologies may include resume database sourcing, internet mining, advanced Boolean search tactics, cold calling, vertical research, social/professional networking, and industry/career fair networking.
- **Sourcers:** The sourcer is responsible for the development, execution, communication, and ongoing innovation of the RPO recruiting/sourcing presence, positioning, and utilization. This individual partners with recruiters in a single account, to identify and clarify sourcing needs and objectives, and to set and carry out strategic sourcing initiatives. The sourcing recruiter is also responsible for monitoring our progress to ensure all goals and benchmarks are met, reevaluating and adjusting them as needed.

- **Recruiting Manager:** Responsible for the successful and strategic management of a team of recruiters supporting the Radford University program. Depending on program size and scope, a recruiting manager may be responsible for all resources assigned to the program or for a team within a program or project. The recruiting manager is responsible for overseeing the team to achieve and exceed recruiting goals/service level agreements (SLAs) for their area of responsibility.
- **Recruiting Logistics Specialist (RLS):** Responsible for performing administrative duties supporting the RPO program, including coordinating candidate interviews for Radford University hiring managers; sending offer letters and new hire packets to employees; launching background screens and ensuring timely return; managing facilities coordination for all new hires; scheduling new employees for orientation; managing data input in the ATS for all new employees; reporting on EEO/AAP for Radford University, as applicable; and generating reports for leadership in regard to hiring manager and new employee satisfaction.
- **Reporting Analyst:** Assists management with analysis and reporting of data supporting the recruitment process. This includes maintaining the data integrity of online third party systems, the use and analysis of large-scale databases, regular and ad hoc reporting, and data analysis supporting the operation.

TECHNOLOGY AND INNOVATION

Our Kelly RPO delivery teams are equipped with the latest sourcing and recruiting tools and technologies through our Kelly Digital Recruitment Suite. This platform allows our recruiting teams to focus specifically on the recruiting “pain points” of Radford University and use the most relevant technology to help solve these problems. While this platform allows our delivery teams to be extremely efficient and productive, improving the health of the overall program, it also drastically improves candidate and hiring manager experiences:

- **Candidate Experience:** The war for talent is real, and candidates have more leverage in the marketplace than ever before. Our goal is to provide Radford University a competitive advantage in this market, by providing an improved recruitment and hiring experience for all Radford University applicants, candidate and hires. Examples include:
 - Candidate ChatBot
 - Psychographic recruiting with programmatic advertising
 - Video interviewing
 - Video voicemails
 - Talent communities and management
- **Hiring Manager Experience:** Hiring Managers recognize that hiring is a part of their job; however, as a recruiting partner, we recognize it’s not their whole job. As such, our intent is to provide a recruiting partnership with your Hiring Managers that provides a simple and thorough process, and leads to a productive outcome. Examples include:
 - R&D focus
 - Market intelligence
 - Sourcing, candidate identification and attraction

- Global X-ray search
- Career webinars
- Leveraging existing data

We have also included a visual below which depicts some of the specific technologies and where they are used throughout the research, sourcing and recruitment process:



Employer Value Proposition

An employee value proposition (EVP) includes the entire employee experience from rewards and benefits, to the opportunity for career development, to the more intrinsic elements of management style, work environment, and culture. Branding the EVP shows how a company interprets these elements into an identity that links its employment brand to the corporate brand.

We found that Radford University has really done an outstanding job in allowing the candidate to understand what the organization values are when it comes to talent and what it offers in exchange for the effort and commitment of the employee. Multiple outlets are available to view employee testimonials, find jobs, self-select their perceived 'fit' and view relevant content contained in an EVP.

One area of note is that growth and development are high on the job seekers wish list. While discussed within the careers site, it is not reinforced or called out in easier seen or engaged links. Both intrinsic and extrinsic attributes are discussed in the EVP, and the ease of navigation to content that resonates with the candidate can be found. This is a good example of how to incorporate an EVP into a career site.

Kelly's approach to EVP for Radford University will further enable attraction, retaining, engaging, and motivating employees to drive business success. We have been creating and enabling value propositions on behalf of our clients for more than a decade. Included with all of our programs, we will work with you to refine/define your culture, needs, and the value of working for your company in order to present you in the most attractive way to candidates.

Financial (Cost). 25%

The below pricing model is based on the information provided:

Salary Band	Kelly fee (as a percentage of the salary of employee placed)
\$0-\$50,000	15%
\$50,001-\$75,000	18%
\$75,001-\$100,000	20%
\$100,001 and over	25%

Participation of Small, Women-Owned and Minority-Owned (SWaM) Businesses. 10%

Since 1979, Kelly has advocated for diversity and inclusion by incorporating certified diverse supplier-partners in many aspects of our business. In fact, we were the first staffing provider to establish a formalized supplier diversity program. Today, Kelly continues to form global team-relationships with minority, women, small, veteran, and other underutilized business enterprises to help them grow their businesses as they become suppliers to major corporations, governments, and multinational organizations—a natural extension of our noble purpose of connecting talent to work that enriches their lives.

Our Supplier Diversity Development (KSDD) program is designed to create opportunities for the selection, engagement, and management of underrepresented businesses in countries where Kelly conducts business. We are committed to utilizing diverse, underrepresented companies as both teaming partners and subcontractors. A critical component of this program is to provide coaching, mentoring, and advocacy for partners to grow into strong, certified diversity businesses. In turn, we want to see their access to business awards where diversity certification is a business requirement. As part of our KSDD program in 2020, 31 percent of our expenditures went to diverse suppliers, including minority- and women-owned as well as small businesses.

Our diversity memberships:

- Canadian Aboriginal Minority Supplier Council (CAMSC)
- Council of Supplier Diversity Professionals
- Diversity Information Resources (DIR)
- Great Lake Women's Business Council (GLWBC)
- Michigan Diversity Council
- Michigan Minority Supplier Development Council (MMSDC)
- National Minority Supplier Development Council (NMSDC)
- WEConnect International
- Women's Business Enterprise National Council (WBENC)
- Our recent diversity awards and recognition:
- Intel Supplier Achievement Award (2020 and 2021)
- Michigan Minority Supplier Diversity Council – Corporation of the Year (2020); two decades of recognition
- National Minority Supplier Diversity Council – Corporation of the Year (2020)
- WEConnect International – Top Global Champions SD & I (2020); Kelly ranked three out of 10, two years in a row

Required Forms

Kelly Education



TYPE OF BUSINESS: (Please check all applicable classifications). In order to qualify for assigned Small, Women and Minority (SWaM) points your business must be certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), provide your assigned SBSD certification number. For assistance with SWaM certification, visit the SBSD website at <https://www.sbsd.virginia.gov/>

☒ **Large**

☐ **Small business** – A business that is at least 51% independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of these individual owners shall control both the management and daily business operations of the small business.

☐ **Women-owned business** – A business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or legal resident aliens, and both the management and daily business operations are controlled by one or more women.

☐ **Minority-owned business** – A business that is at least 51% owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals, or any historically black college or university, regardless of the percentage ownership by minority individuals or, in the case of a corporation, partnership, or limited liability company or other entity, the equity ownership interest in the corporation, partnership, or limited liability company or other entity.

COMPANY INFORMATION/SIGNATURE: In compliance with this Request for Proposal and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the goods or services in accordance with the attached signed proposal inclusive of all addenda, if applicable, and as mutually agreed upon by subsequent negotiation.

FULL LEGAL NAME (PRINT) (Company name as it appears with your Federal Taxpayer Number)		FEDERAL TAXPAYER NUMBER (ID#) [REDACTED]	
Kelly Services, Inc.			
BUSINESS NAME /DBA NAME/TA NAME (If different than the Full Legal Name)		BILLING NAME (Company name as it appears on your invoice)	
N/A		Kelly Services, Inc.	
PURCHASE ORDER ADDRESS		PAYMENT ADDRESS	
999 West Big Beaver Road, Troy, MI 48084		999 West Big Beaver Road, Troy, MI 48084	
CONTACT NAME/TITLE (PRINT) Kristina Djokic Vice President – Higher Education Advisory Practice		EMAIL ADDRESS kristina.djokic@kellyservices.com	
TELEPHONE NUMBER	TOLL FREE TELEPHONE NUMBER	FAX NUMBER	EVA VENDOR ID NUMBER VS0000200743
586.615.6260			VIRGINIA STATE CORPORATION COMMISSION REGISTRATION NUMBER

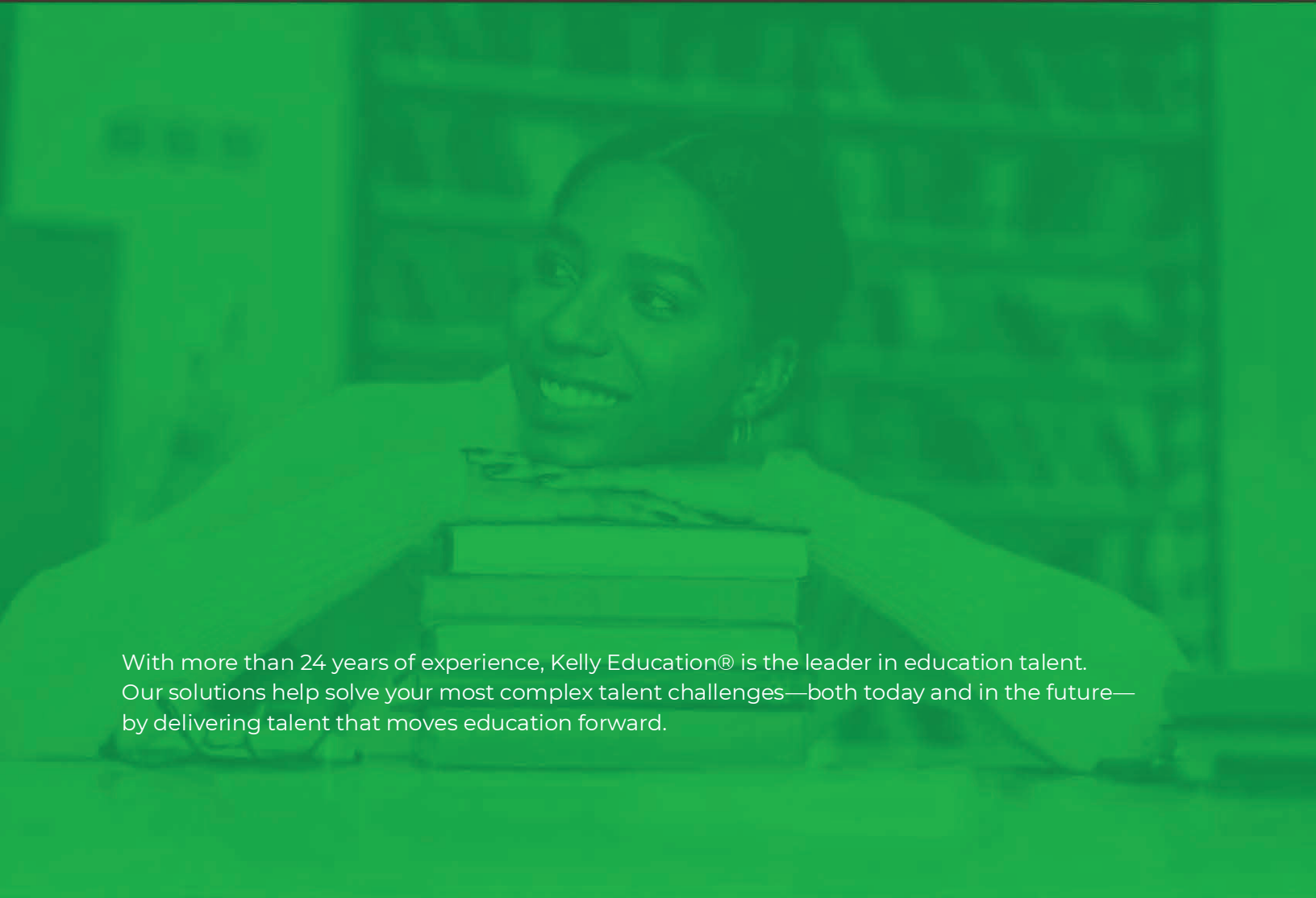
I acknowledge that I have received the following addenda posted for this solicitation.

1 ☒ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ (Please check all that apply.)

SIGNATURE:

Kristina Djokic

DATE: 11/18/2021



With more than 24 years of experience, Kelly Education® is the leader in education talent. Our solutions help solve your most complex talent challenges—both today and in the future—by delivering talent that moves education forward.



Visit kellyeducation.com to learn more and connect with an expert.

An Equal Opportunity Employer © 2021 Kelly Services, Inc. All rights reserved 18-1060

#what's
next



Negotiation Points

Radford University RFP #R22-004

Kelly Services, Inc.
Attn: Kristina Djokic
Jeff Bujak

Dear Ms. Djokic and Mr. Bujak,

Thank you for submitting a proposal and talking with me in response to the subject RFP.

As allowed in Section 10.B – *Award of Contract*, of the subject RFP, the University is conducting negotiations. We are requesting a response to the negotiation questions listed below.

GENERAL QUESTIONS AND CLARIFICATIONS:

1. **RADFORD UNIVERSITY:** The University is seeking a vendor that can provide a talent pipeline for candidates to submit applications to the University for identified positions. It is the expectation that this contract will provide the opportunity for your firm to recruit on our behalf and, confirm the candidate is qualified, then instruct the candidate to submit an application and required documents through the University on-line portal. Radford University will then determine if an interview will take place, placing the candidate in our applicant pool with other candidates. Are you able to provide this type of service?

Yes.

2. **RADFORD UNIVERSITY:** Do you agree that the University cannot guarantee a fixed amount of business and these services will be in an on-demand, as needed format?

Yes.

3. **RADFORD UNIVERSITY:** What areas of talent are you specialized in recruiting?

Kelly Education is the only true human capital company in the education space that supports higher education institutions both inside and outside the classroom. Proven experience in providing recruitment services in the following skill sets: Academic Coaches & Tutors, Administrative & Support roles, Adjunct & Full-Time Faculty, Career & Workforce Development, Curriculum Designers, Director & Mid-Level Management roles including Dean / Associate Dean / Associate Director level, Finance & Accounting, Human Resources, Information Technology and other highly qualified Educational Professionals



Negotiation Points

4. **RADFORD UNIVERSITY:** Please outline your payment expectations if your payment terms vary from net 30 upon receipt of invoice. How will you invoice?

Upon completion of an individual job requisition launch call, Kelly Education & Radford University will mutually agree on Position Classification, Timeline and Fee Structure. Upon mutual agreement, Kelly Education will invoice Radford University electronically for Position Recruitment Services with payment terms of net 30 days.

5. **RADFORD UNIVERSITY:** Please provide your final pricing proposal if anything in these negotiations affect the pricing you previously submitted. Complete the Pricing Summary included with these negotiation questions.

Please see attached Pricing Summary for revised pricing methodology and structure.

6. **RADFORD UNIVERSITY:** Are you in agreement the terms and conditions as published in the RFP solicitation shall govern the contract if a contract is awarded to your company?

Yes, Kelly Education is in agreement with this provision.

7. **RADFORD UNIVERSITY:** If awarded a contract do you agree the standard two-party contract made available in the RFP document will be the only document used to award the contract? If your response is no, provide any additional forms or documents that you will require to be incorporated into the contract document.

Yes, Kelly Education agrees to this requirement.

8. **RADFORD UNIVERSITY:** Do you agree that the initial contract is for a period of one year?

Yes.

9. **RADFORD UNIVERSITY:** Upon completion of the initial contract period, does Kelly Services, Inc agree that the contract may be renewed by Radford University upon written agreement by both parties for four (4) one-year renewals, under the terms of the current contract?

Yes.



Negotiation Points

- 10. RADFORD UNIVERSITY:** Please state you agree that if awarded a contract, all sections identified in your proposal as **proprietary and confidential** can be made public since Radford University is a state agency and our records are available for public review.

Kelly Education is in agreement with this provision

- 11. RADFORD UNIVERSITY:** Are you registered with and willing to participate in the eVA internet procurement solution described in the terms and conditions of the RFP?

Yes, Kelly Services is a registered vendor with eVA Virginia's Marketplace.

- 12. RADFORD UNIVERSITY:** Do you agree to become a certified SWaM vendor with the Virginia Department of Small Business and Supplier Diversity and maintain that certification throughout the term of this contract (if applicable)?

N/A

- 13. RADFORD UNIVERSITY:** Do you agree that you will be performing services as an Independent Contractor, Company, Corporation or other business entity and are not an employee of Radford University or any other Commonwealth Entity?

Yes, Kelly Education operates as a specialized business unit under Kelly Services, Inc. Corporation and is not directly associated with Radford University or any other Commonwealth Entity.

- 14. RADFORD UNIVERSITY:** Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

Yes.

- 15. RADFORD UNIVERSITY:** If awarded a contract, identify all employees that will be working with Radford University to achieve the requirements of the contract.

Jeff Bujak, Vice President
Kristina Djokic, Vice President - Operations Excellence
Tracy Sassaman, Recruiting Strategist



Negotiation Points

16. RADFORD UNIVERSITY: Please list any expectations you have of Radford University should you be awarded the contract.

In order to be successful in identifying qualified talent, Kelly Educational requests the following:

- 1) Written Job Description for each vacancy
- 2) Participation in individual position job launch call to uncover all minimum requirements and preferred skills
- 3) Access to Hiring Manager
- 4) Open and honest two-way communication
- 5) Quick response / feedback on each submitted candidate

Kelly Services Inc.

Jeff Buiak

Print Name

Vice President

Title

A handwritten signature in blue ink, appearing to read "Jeff Buiak", written over a horizontal line.

Signature

January 18, 2022

Date