



BID SHEET
FOR THE
State of West Virginia
Department of Administration



Request for Quotation DEP 13883
Web-based, Human Resources Virtual Assessments

David Annunziata, Director of Government Solutions
(based in Northern Virginia)
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**Quote is good for 30 days

www.pantesting.com

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Purchase Order #
 Date: 6-Dec-06
 Customer ID: RFP# DEP-13883

Bill To:
 Chuck Bowman
 West Virginia

West Virginia DEP

Workstep	Description	Resource	Hours	Per unit	Amount
#1	Project Initiation and Planning				
	Scoping, quoting, assigning resources and timelines	BA	25		\$ 3,750.00
	Development Logical Design	pan IT	55		\$ 8,250.00
#2	Build Fees				
	System Setup and Code Configuration	pan IT	80		\$ 12,000.00
	Rules Setup	pan IT	40		\$ 6,000.00
	Test Builds (only incurred for tests not currently in our catalog)	pan IT	TBD		
	Report builds	pan IT	20		\$ 3,000.00
#3	Processing Fees				
	Processing Fees	TBD (depending on Assessment(s))			
#4	Quality Assurance				
	Quality Assurance System testing	pan QA	65		\$ 9,750.00
	Rules Validation and Testing	pan QA	20		\$ 3,000.00
	Assessment/Test Instrument(s) quality assurance	pan QA	TBD		
	Report testing	pan QA	15		\$ 2,250.00
#5	Implementation and Maintenance				
	System Maintenance & Technical support (Licensing Fee)	pan IT	Annual		\$ 9,600.00
			320	Total	\$ 48,000.00

Signatures
 West Virginia DEP

Chuck Bowman
 Project Manager

pan

Jared Owens
 VP, pan Technology Solutions

NOTE: The cost range for assessments in our Test and Assessment Product Catalog is from \$4 to \$195 per candidate, with built-in volume discounts. Until the assessments to be used have been determined, we can only provide an average-cost bid.

NOTE: Position Description development would be costed at \$175/per hour.



PROPOSAL

FOR THE
State of West Virginia

Department of Environmental Protection



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December 6, 2006

Chuck Bowman
Office of Administration
Department of Environmental Protection
State of West Virginia
601 57th Street, Southeast
Charleston, WV 25304

Re: RFQ # DEP-13883 Virtual Assessments

Dear Mr. Bowman,

pan – A TALX Company appreciates the opportunity to respond to the State of West Virginia's RFP DEP-13883 for a Web-based, Virtual Assessment system for both employees of, and external job applicants for the Department of Environmental Protection.

Vita, *pan's* wholly-owned and managed web-based enterprise recruiting and talent management system, is the cornerstone of *pan's* proposal for the State of West Virginia. *Vita* is a fully configurable, content-agnostic enterprise recruiting platform featuring customized management \user Dashboards and real-time analytic reporting.

With the Department of Environmental Protection's branding your web presence, *Vita* allows your candidates to register for and schedule test sessions. The system can be configured to send confirmations, reminder e-mail notifications, driving directions, and special instructions for the candidate.

Vita will provide the same user-friendly and convenient online functionality (registration, scheduling, and taking tests and assessments) for your employees throughout their employment with the Department of Environmental Protection.

pan is a leading Internet distributor for the professional testing and assessment industry, and provides web-based assessment solutions for nearly 50 leading test publishers/authors, including Harcourt, Pearson, Hogan, Sigma, PSI, Ramsay, SHL, and SHRM. *pan* is also well-experienced in creating web-based versions of proprietary assessments.

Sincerely,

David Amunziata

Director of Government Solutions

David H. Duncan, PhD
RFP Officer

1. Proposal Executive Summary



pan's Vita Solution (Vital Information on Talent Assessment) will satisfy all the requirements listed in West Virginia's Request for Quotations. Vita is the ideal system to provide the required job applicant and employee assessments that were listed in the State of West Virginia's RFQ# DEP 13883:

1. Attitudes on Integrity, work ethic, reliability, & probability of substance abuse

Example of Assessment: Personnel Assessment Selection Survey III - Net (PASS III - Net) Pre-employment screening focused on character and work attitudes. 100 yes-no items, takes 10-15 minutes by individuals who read at the 7th grade level, in English & Spanish. Designed to provide risk-assessment of potential hires & facilitate selection of top quality applicants. Non-discriminatory, does not invade privacy, does not require applicant's self-report of past wrongdoing or negative behavior. Measures work related attitudes on three dimensions: Trustworthiness, Alienation/Work Ethic, Drugs and Drinking.

2. Cognitive ability and learning capacity

Example of Assessment: Cognitive Aptitude Test - Identify individuals with ability to solve problems, think on their feet, and learn new concepts readily; 40 items, 12-minute time limit. Assesses: Verbal Reasoning, Mathematical/Logical Reasoning, Overall Mental Aptitude. Raw score & percentile ranking on verbal and mathematical/logical reasoning, & overall mental aptitude reported in addition to brief interpretive paragraph for each.

3. Occupational interests

Our catalog offers a number of assessments of occupational interests. **Example:** The Career Orientation Inventory (COI) is based upon John Holland's well-known RIASEC model of occupational themes. Test takers rate themselves on 20 clusters of three words, identifying those most and least descriptive of themselves. COI identifies work preferences and generates a listing of jobs & occupations most consistent with them. Takes less than 10 minutes and is appropriate for a variety of populations; particularly useful for vocational guidance and career exploration. The COI provides a score for each of the six RIASEC factors: (R) Realistic, (I) Investigative, (A) Artistic, (S) Social, (E) Enterprising, (C) Conventional. Summary code calculated on scores and job/occupation lists are provided.

4. Behavior traits, interpersonal sensitivity, management style, productivity, quality of work, initiative, teamwork, problem solving, and adapting to change.

Example of Instrument: The Personal Competencies Inventory (PCI) provides information on abilities in several key areas. PCI helps people understand strengths and weaknesses & identify where they need to focus career development efforts. PCI can be completed in 20 minutes. The PCI assesses competencies based on analyses of company competency frameworks and research on leadership and emotional intelligence: Strategy, Relationships, Innovation, Finance, Knowledge, Projects, Customers, Ethics, Motivation, Learning, Stress, Empathy, & Communication. Individualized interpretive report is generated.

5. Team compatibility and balance, looking at overall strengths and weaknesses and quality of teams.

pan's testing and assessment catalog offers a number of 360° assessments related to teams (Team Development Profile, Team Practices Inventory, etc.). One example of another type of instrument is the Golden Personality Type Profiler. Once all team members have responded to 125 behavioral questions, GPTP Team Report is generated with Personality Type information for up to 30 team members. Purpose: help team members understand nature of the team based on GPTP results. Helps provide insight into team's potential strengths, & blind spots that occur when some personality types are lacking in a team.

6. Customer service behavioral characteristics, providing easy comparison of an individual's behavior traits, proficiencies, and perspective on customer service to departmental standards.

Example of Instrument: ServiceFirst - pre-employment test that measures customer service orientation of applicants & predicts which will deliver superior customer service; 50 items, less than 20 minutes. Assesses personal characteristics (eg, being active, polite, helpful) as they relate to service positions & how applicant will handle situations that arise with customers. Well-suited for selection of employees for customer service positions; has been used to select successful employees for customer service representative, service technician, cashier, and receptionist. Reports on: Active-seeks & acts on service & sales opportunities; Polite-demonstrates courtesy, manners & rapport; Helpful-responsivity to customer needs; Personalized-shows recognition of unique customer qualities. Reports score & rating with overall rating of Highly Recommended, Recommended, or Do Not Recommend.

7. Assessments must not be timed.

Our catalog is the largest compilation of testing tools available from a single source and includes assessments of technical skills, personality, and other characteristics that are not time-limited. However, many validated assessments of cognitive ability are designed to be completed within a set time period. Our Human Capital Consulting team, comprised of Masters-level and PhD Industrial / Organizational psychologists, can advise your HR staff to select the most appropriate and useful assessment instruments.

8. Assessments should not require proctoring/ administration.

This is a configuration that can be used or not used.

9. 24/7 access to an account where assessments and data are stored. Data storage and access should be redundant and based on state of the art infrastructure, with a seamless, all in one delivery system.

See Appendix B.

10. Ability to supply department with its own assessment account that is username/password protected.

See Appendix B.



11. Produce technical manuals supporting reliability and validity. Must have documentation to support securing of data satisfactory to dept.

See Appendix B.

12. Full range of assessments for pre- and post-hire use.

pan has the industry's largest testing catalog, featuring tests and assessment instruments from approximately 50 publishers. In addition to pre-employment screening, we can provide tests and assessment instruments for coaching and leadership development, professional and managerial selection, 360° multi-rater feedback, team and organizational development, personality and personal skills assessment, self-development, organizational surveys, IT skills, mechanical and technical skills, career and vocational exploration, and job analysis.

2. Vita® Vital Information for Talent Assessment

2.1. Vita® - Fully-featured, Online Talent Assessment

Vita is a fully featured, web-based testing and assessment, registration, and scheduling system. It can be re-branded to match the look and feel of your current web presence to provide seamless experience for applicants, employees, and system administrators.

2.2. *pan's* Testing and Assessments Product Catalog

pan's Testing and Assessments Product catalog features validated and reliable testing instruments from nearly 50 publishers, offering our clients an unprecedented array of options. These content leaders include PsychCorp, Pearson, Sigma Assessment Systems, G.Neil, SkillCheck, Hogan Assessment Systems, The Test Agency, Ramsay Corporation, and Psychological Services, Inc. (PSI).

Our extensive selection of Standardized Testing and Applicant Assessment tools includes Job Application Forms, Biodata Assessments, Customer Service and Integrity Tests, IT Skills Testing, Management Assessment and Selection Tools, Emotional Intelligence Assessments, 360° Multi-Rater Feedback.

pan has also **web-enabled in-house tests and assessments for its clients** and provides one of the most **advanced and secure web assessment platforms** available internationally.

2.3. Integration – Open System

The Vita system is unique in its explicitly Open System design principles. This reflects our knowledge of our customers - who demand fully integrated solutions. Vita IT professionals have the expertise to marry Vita with in-house or external third party human resource information systems.

The import-export data flow functionality of the **Vita Console** distinguishes it from other candidate selection and tracking systems. Vita IT professionals provide consultative expertise in the areas of systems development and analysis, automated information system integration and design, web programming, and IT data conversion solutions in the context of Vita implementations.

2.4. Vita Console

Vita Console provides users with around-the-clock real-time review access to reporting data. At their convenience, authorized users can log into their secure, online Console environment and review individual, group, and aggregate candidate data as well as performance summaries and reports for any of the panels in their **Vita** work flow.

Standard reports include volumes and percentages of candidates passing and failing the assessment steps - with point-and-click sorts by site, region, job requisition, demographic group, and time period. Additional reporting specifications can be added to fine-tune the candidate reporting system to meet the needs of your organization. **Vita Console** provides managers with around-the-clock access to real-time information about all aspects of the recruitment-assessment-hiring process.

2.5. Vita Assessment Forms

Vita is used by US federal agencies and leading corporate clients to support assessment data collection in some of the largest multi-step hiring and training selection programs in existence.

Vita affords the virtually unlimited capacity to create Assessment Forms that are dynamically scored and linked in a sequential process flow. Assessment Forms, like all **Vita** steps, can be used both to import and export data at any step of the assessment process with real-time review updates provided in Console.

Examples of **Assessment Form Panels** include (but are not limited to):

- Structured and Scored Interviews
- Medical Examinations
- Drug/Alcohol Screen Results
- Background Review
- Pre-Employment Processing Checklists
- Performance Ratings
- Assessments
- On-line Applications

By eliminating the need for paper and the physical transfer of data, **Vita Assessment Forms** capture the information that is needed when it is needed. By liberating

information from the file cabinet, Vita increases the value and utility of critical candidate information.

2.6. Vita Scheduling and Messaging

The Vita system is supplemented by a robust online scheduling and messaging system that allows simple and reliable candidate and user self-service.

Vita Scheduler is an online self-scheduling system that can be configured and populated to support scheduling, from remote or proctored testing sessions, to job interviews, to training. By providing a convenient web interface with constant accessibility, candidates and employees enjoy optimal convenience for important event scheduling.

The US Transportation Security Administration (TSA) makes extensive use of this **Vita** capability; in fact, our ability to achieve file mergers and to take lead roles in verifying and cleaning transferred data is one of the primary reasons that *pan's Vita* platform is the database of record for the US TSA Screener Assessment program.

2.7. Hosting and Management by *pan*

With *pan* technicians hosting and managing the Web software and database solutions, State of West Virginia professionals are freed up to concentrate on value optimization and efficiencies. By eliminating paper and clerical inefficiencies, consolidating candidate access portals and back-end reporting user analytics, and integrating with 3rd-party or State of West Virginia proprietary applications, **Vita** may be the only solution on the market that exceeds the State of West Virginia's functional requirements for integration capability.

2.8. *pan* – Experienced Provider of Virtual Assessment Solutions

Our Solution has been applied to the recruitment and evaluation of US Postal Inspectors and several other US Postal job classes, ranging from entry level administration to more senior professionals. Given our extensive experience, translating the **Vita** solution to the State of West Virginia can be done with great technical, administrative, and economic efficiencies.

Our proven solution is highly configurable to meet or exceed State of West Virginia's requirements and is readily available for rapid implementation.



pan is uniquely positioned in the market as a **content-neutral provider**, which enables *pan* to develop a system that will best meet the specific needs of West Virginia's Department of Environmental Protection:

- *pan* set the standard for web-based assessment solutions for personnel management. Founded in Indianapolis in 2000 as Performance Assessment Network, Inc., *pan* – A TALX Company provides state-of-the-art, secure automated systems for the administration and delivery of professional assessment and testing instruments. *pan* is a leading provider of web-based, high-stakes assessment and certification testing for organizations, federal and state government agencies, and global companies.
- *pan* invented the market-changing technology and holds a US patent in this area (Patent No. US 6,681,098 B2: Test Administration System Using the Internet).
- *pan* offers comprehensive Testing and Assessment Delivery and Scoring and Talent Management and Applicant Tracking. Our services and solutions create, improve, and support the development and delivery of assessment instruments. We frequently work with clients who have developed their own instruments but subsequently want a more secure web-based model.
- *pan* can web-enable almost any test to be administered anywhere there is Internet connectivity. Our test platform and test center network help growing organizations who currently test and need either to grow capacity or need a proctored testing environment – or both.

To date *pan* has delivered more than 3 million tests, assessments, and surveys for such diverse clients as Capital One, Target, the US Department of Homeland Security, and the US Postal Service. Since 2004, *pan* has had a strategic agreement with the Society for Human Resource Management (SHRM) to power the SHRM Center, a featured HR testing and assessment online toolkit offering over 200 *pan*-powered tests, assessments, and surveys to SHRM members.

pan currently has more than 5000 registered test and assessment administrator customers in 22 countries, with many Fortune 100 and government clients. Several of the largest volume pre-employment and certification testing customers in the world rely on *pan*.

pan has also developed nearly 600 tests for web-based delivery for more than 50 content owners, including federal agencies, multinational corporations, and leading international test publishers.

2.9. Project Management and Quality Assurance

pan will appoint a project manager whose duties will focus upon the execution and coordination of this project, consistent with the specifications in the scope of work statement by the State of West Virginia. Many senior *pan* personnel hold advanced degrees, and the Chief Science Officer, Reid E. Klion, holds a doctorate in Psychology. Given *pan's* professional investment in the services it offers, the Department of Environmental Protection can expect a high degree of ongoing involvement of its senior executives in the execution of its work.

2.9.1. Program Management Approach

Our well-honed Program Management approach has enabled the *pan* team to routinely complete complex programs on time, on budget, with high customer satisfaction and quality. Components of our approach include a Program Charter, Project Planning, Project Monitoring and Progress Evaluation, Project Control, and Quality Management. Our proposed processes, procedures, metrics, and tools are mature and repeatable—successfully used on dozens of contracts, for example, on Capital One selection projects.

Program Charter – This will establish the overall program timeline, program metrics, change management, issues management, how risks will be assessed and mitigated, in-progress review structure and format, and how *pan* and the Department of Environmental Protection will work together and communicate throughout the program. The Program Charter will identify key individuals and their specific roles and responsibilities. It will also define our mutual understanding of how the program will be decomposed into discrete projects.

Project Plans – Developed prior to the initiation of each project in the program, this will include a definition of the deliverables, level of effort broken down by resource type, a project timeline, and resources assigned. DEP and *pan* key contacts and resources will be defined. All projects will be guided by the program and project managers using our consistent, proven approaches to change management, issue management, and communication both within *pan* and with the DEP.

The overall project plan will be tracked using Microsoft Project and any changes will be properly communicated and signed-off by both parties to ensure that changes to it are communicated in the most efficient manner.

Project Reporting – weekly project reports will document progress on the project, identified issues and their resolutions, and project actual data against those estimated.

Program In-Progress Reviews – Review overall program progress against plan, snapshot of the status of currently active projects, and operational metrics for active assessments. Program level issues will be addressed, program risks will be reviewed and updated, and program and project financials will be reviewed.

Document Repository and Archive – Used to maintain both current and prior versions of all deliverables, both at the program and project level.

Standardized Methods and Deliverables – pan will use its standardized methods and deliverables to both ensure consistency and repeatability across all assessment projects. Technical examples include use cases, test plans, data dictionaries, and scoring keys. Other examples include in-progress reviews, level of effort (LOE) estimates, and project status reports.

Project Monitoring and Evaluation – Project managers meet with their teams to assess schedule performance at a minimum of once per week. Updates are entered into Microsoft Project, and status reports, along with the updated schedule are analyzed. Significant variances are identified and corrective action processes are initiated. This will be shared with DEP on a weekly basis.

The Program Manager and the *pan* Team will also prepare a Monthly Progress Report documenting the performance on this project to date. The *pan* Team will provide these reports as a tool to report project status. The Monthly Progress Report will summarize the progress and status of all project activities analysis, and current projections of all timeline items.

2.9.2. Quality Assurance

pan will deploy proven assessment professionals, project managers, and QA experts with several years of government project experience. This team arguably has more experience with government web-based testing and assessment than the rest of the industry combined. Their task will focus upon the execution and coordination of this project consistent with the specifications in the scope of work statement. *pan's* quality control permeates every level of the program. The key components of our quality control program are as follows:

PMO Oversight – *pan's* Chief Science Officer, Dr. Reid Klion, will have oversight of all quality control measures.



Development QA – *pan's* QA team will use proven standardized approaches, including document test plans, zero defect testing, and user acceptance testing to ensure the highest quality of all assessment and technical deliverables.

Customer Visibility, Engagement, and Oversight – Through continuous engagement with the DEP, full customer access to all program and project deliverables, and ongoing oversight, any perceived quality issues will be quickly identified and addressed.

Continuous Process Improvement – *pan* has ongoing process improvement activities across all functional areas. We continue to innovate in the area of quality improvement. Examples over the last two years include the addition of proctor certification quizzes, statistical analyses of incident reports and candidate checklists to eliminate recurrent issues in the assessment experience, drop rate analysis of multi-step assessment processes to provide feedback to customers on the efficacy and efficiency of their assessments, and incorporation of standardized requirements analysis and capture into the development process.

Issue, Risk and Change Management – Fully integrated into our program management approach, rapid identification, prioritization and response to issues, ensuring changes are documented, agreed upon scope is maintained, and that risks are identified, evaluated, and mitigated when appropriate is intrinsic to maintaining overall quality of *pan* solutions.

2.9.3. Quality Performance Monitors

pan has distinguished itself in technical customer support practices and audits by several major US government clients as well as Fortune 50 corporate customers. We will provide responsive and effective technical and other customer support to the CLIENT. Below are sample QA monitors. We also have executed end-user and candidate satisfaction questionnaires/surveys and provide a very wide range of QA data to TSA and other federal sector clients. Customized QA reporting is encouraged and can be implemented at the request of the West Virginia Department of Environmental Protection.



Sample Quality Performance Indicators

Technical Performance Objective	Method of Performance Assessment
Maintain client access to test material during established business hours	1. Review Contact Reports 2. Review Customer feedback and/or complaints 3. Review quality control activities
Assure that tests are not access in unauthorized fashion	1. Review quality control activities 2. Review contract records.
Timely test scoring and reporting to client	1. Review operational logs, databases, or metrics 2. Review random tests to accuracy and completeness of scoring
Customer Service Performance Objective	Method of Performance Assessment
Provide technical support to client inquiries	1. Review call/e-mail logs 2. Review complaint log 3. Review quality control activities
Maintain software application	1. Random inspection 2. Review of contractor logs
Assure continuous quality improvement in service and technology	1. Review recommendations

Such reporting can be done to support any number of pre-designed and ad hoc metrics and can cover relevant items such as test scoring accuracy, data matches with DEP datasets, customer support responsiveness, statistical analysis of test scoring trends, and any other quality metrics deemed appropriate by DEP.

3. Scope of Work

This section addresses each of the identified critical service areas specified in the Request for Quotation DEP-13883. Pan will provide the requested “single integrated suite of human resources assessments to focus [on] and support” these critical areas through its Vita Solution. The following paragraphs highlight pan’s resources in response to each specified critical service area.

3.1.4. Employee Placement

Biodata powered by pan: Proctor & Gamble’s series of biodata assessments, originally created for its Global Employee Selection System, have been the key to its ability to select top employee talent. *pan* has the worldwide exclusive license to distribute these powerful Biodata products. Taking fewer than 30 minutes to complete, these assessments use an individual’s biographical data to predict job performance. Rigorously validated, Biodata assessments target characteristics associated with high-level achievement.

Another example of available assessments is the Fleishman Job Analysis Survey Online (F-JAS), a widely researched and recognized multi-rater approach to job analysis that provides the information needed to make scientifically sound and legally defensible personnel decisions. The F-JAS consists of a series of behaviorally-anchored 7-point rating scales that allow those familiar with a job’s tasks to rate the level of each ability required to perform it. The special features of these rating scales include the precise nature of the ability definitions and examples of job tasks that require different levels of that ability. A comprehensive report summarizes the findings includes a ranking of items by importance and statistical analyses. Interpretive material is also included.

3.1.5. Career Development and Coaching

pan’s catalog includes dozens of instruments that assist in career development and coaching programs.

3.1.6. Succession Planning

Many of the assessments of leadership and management potential, as well as those that assess professional and personal development needs could be applied to succession planning activities.



3.1.7. Promotions

Among the instruments related to promotions is the **Customized Assessment of Management Potential** from Research for Strategic Management. The assessment consists of 2 parts: The first part contains 20 multiple choice questions and the second part contains a list of 160 statements about how an individual acts, thinks, or feels in different work situations.

3.1.8. Self-Improvement

The *pan* Testing Catalog provides *pan* Testing clients with access to a wide range of self-improvement/self-development instruments, including:

<u>Name</u>	<u>Publisher</u>
360° Player Survey (Player360)	CCI Assessment Group
Devine Inventory/SelfDevelopBest	Devine Group
Individual Development Survey	CCI Assessment Group
Job Search Knowledge Scale (JSKS)	JIST Publishing
Leadership Opinion Questionnaire	Pearson Performance Solutions
Managerial Values Profile	Ducochon
Time Management Practices Inventory (TMPI)	Pfaff & Associates
Transition-to-Work Inventory (TWI)	JIST Publishing

3.1.9. Job Description Development

The development of position descriptions is outside our typical range of services.

3.1.10. Leadership Development

No fewer than 40 of the instruments listed in *pan's* catalog are useful for leadership development. Some of these instruments have been customized by their publishers to meet the specific needs of our larger clients.

3.1.11. Team Development

Among *pan's* team development assessment options are the **360° Team Survey**, the **Team Development Profile**, the **Management Team Role-Indicator**, and the **Team Practices Inventory**.



3.1.12. Customer Service Excellence

Among the available instruments for assessing a candidate's customer service potential is the **Service Relations Profile (SRP)**, which assists hiring managers identify candidates who exhibit strong interpersonal skills and are willing to serve customers and cooperate with co-workers. It is brief and easy to use, with 50 behavioral and attitudinal items. Most applicants complete the SRP in 15 minutes. By evaluating attitudes and behaviors with regard to service relations, the SRP determines which candidates are most likely to be responsive and cooperative toward clients and fellow staff. Legally compliant at local, state and federal levels, it measures attitudes across dimensions correlated with strong service relations: Valuing Interpersonal Relationships, Self-Restraint, Enjoy Helping Others, and Optimism. The SRP provides brief, concise reports to help guide hiring decisions.

3.2. Secure Online Testing

pan provides the most advanced and secure web-based assessment platform available internationally. Appendix B provides comprehensive information about our security protocols.

3.3. Test Security

pan is vigilant about respecting the confidentiality of all test materials. All test development takes place at our Carmel, Indiana facility where multiple measures are used to ensure data security.

All data transfers to and from remote testing sites are done using 128-bit SSL encryption. Off-site copies are maintained and stored by a nationally recognized vendor specializing in technology storage solutions. *pan* performs full nightly backups of all production servers with 14-day rolling tape rotation. Tapes are used sequentially, starting with Tape 1 and continuing through Tape 14, after which the rotation recycles, starting over again at Tape 1. All tapes are stored offsite until they are scheduled to be recycled. Tapes are retired on an annual basis.

In the event of catastrophic events, *pan* has a comprehensive Disaster Recovery Response Plan. See Appendix B for additional information.

4. Additional *pan* Solutions and Services

4.1. Pre-Employment TestSelector

When assessments are used to make informed hiring decisions, it is critical that they measure the skills and abilities most relevant to the job in question. *pan's* Pre-Employment TestSelector is designed to help Test Administrators identify the assessments that measure the abilities most relevant for a particular job type.

Pre-Employment TestSelector is based upon O*NET, a comprehensive database that contains extensive information about the knowledge, skills, abilities, and other characteristics (KSAOs) associated with a very broad range of occupations. Using this information, the competencies considered most critical in each job family have been identified and linked to the assessments in the *pan* catalog that best measure them.

For some job families, two sets of tests have been identified: General Tests provide broad coverage of the KSAOs across the job family, and Job-Specific Tests cover the KSAOs relevant to a specific set of jobs within that family.

The Pre-Employment TestSelector can be used to find the assessments most suitable for a particular job class and guide the development of custom batteries that focus specifically on the skills and abilities needed for success in a given position.

4.2. *pan's* Testing Center Network

For high-stakes assessments such as pre-employment selection and certification testing, *pan* Testing Centers afford the capability for both fixed-site and mobile administration of proctored, web-based assessments.

- *pan* maintains a network of more than 750 proctored test centers across the United States and its territories to provide high-stakes assessment services for its clients. Our Testing Centers offer online scheduling, candidate tracking, and full integration capability with third party applications.
- *pan* Testing Centers are supported by **fully-trained professional testing proctors** certified in *pan*-defined test administration protocols tailored to meet client program needs.

- To maximize standardization and real-time data collection, all *pan* Testing Centers are linked with broadband technology to the *pan* Assessment Process Monitoring System (APMS), a suite of web-based scheduling, proctored test session management, and reporting tools. Leveraging the APMS, *pan* Testing Centers are the proven solution for high-stakes testing programs. The APMS provides complete transparency into the entire assessment process for both *pan* administrators and its clients.
- *pan* provides mobile testing sessions. By arranging all services including logistics, proctoring, and hardware management, these mobile testing units have successfully processed more than 80,000 testing sessions throughout the United States and its territories, including U.S. Virgin Islands, Midway, Puerto Rico, Pago Pago, and Guam.

4.3. *pan*'s Human Capital Solutions Group

pan's Human Capital Solutions group consists of PhD and Masters degree Industrial/Organizational psychologists who provide a wide range of services to design and support the implementation or enhancement of online, pre-employment assessment systems. *pan* consultants partner with client HR and recruiting professionals to identify their underlying needs and design comprehensive, customized solutions to enhance quality of hire, decrease turnover, and/or affect other key talent metrics. These services include job analysis, competency modeling, online pre-employment test battery development, validation studies, interview guide development, work simulation design, and leadership assessment and development programs. The ultimate goal of the Human Capital Solutions group is to apply psychometric best practices and secure, reliable online technology to ensure the implementation of effective and efficient talent acquisition and management programs.

- **Assessment System Needs Analysis Services:** A needs analysis is the first step in our developing a selection, applicant tracking, or assessment system.
- **Job Analysis/Competency Modeling Services:** An in-depth analysis of a position, job, or job family identifies the critical personal qualities and competencies required for superior performance. Creating a



competency model is an essential step in implementing an employee selection system.

- **Assessment Battery Selection and Development Services:** *pan* consultants help select the most appropriate and effective assessment tools for the organization. Our goal is to assemble the assessment tools that best meet the organization's human capital recruitment needs.
- **Interview Development Services:** *pan* consultants work with job experts to develop in-depth structured interviews to ensure that those hired possess the knowledge, skills, and abilities needed for exceptional job performance. The use of structured interviews optimizes the efficiency and validity of interview processes.
- **Legal Defensibility Analysis Services:** In recent years, organizational practices have come under close review, with an increasing number of EEOC charges of discrimination as well as wrongful hiring and termination suits being filed. In this litigious environment, organizations must protect themselves against potential legal action, particularly where HR decisions are concerned. *pan* consultants are available to review current employee selection practices and to offer affordable remedies for HR legal exposures

5. Appendix A: Company Overview

5.1. Performance Assessment Network (*pan* – A TALX Company)

Founded in Indianapolis in 2000 as Performance Assessment Network, Inc., *pan* – A TALX Company provides state-of-the-art, secure, automated systems for the administration and delivery of professional assessment and testing instruments. *pan* is a leading provider of proctored, web-based, high-stakes assessment and certification testing for organizations, federal and state government agencies, and global companies.

pan was founded by assessment professionals, keenly aware of the critical psychometric and professional issues involved in assessment. Through the years *pan* has built a dedicated team whose sole focus is developing web-based versions of assessments and managing their delivery. Managed by *pan* project managers with close oversight by the Chief Science Officer, this highly experienced group of test center managers, psychometric experts, IT developers, project managers, business analysts, and quality control personnel have web-enabled more than 600 different assessments of all types—both proprietary and commercial—for a diverse set of clients ranging from government organizations to test publishers to Fortune 500 corporations.

pan's advanced internet technology and extensive industry experience mean that we can develop and the web-based assessment solution that will meet or exceed the needs outlined in your RFI. *pan* partners with best-in-class test and assessment providers worldwide to develop a variety of assessment solutions designed for businesses and government agencies, including Pre-Employment Screening, Biodata, IT Skills Testing, Managerial Selection and Development, 360° Multi-Rater Feedback, Organizational Surveys, Performance Reviews, and Support for Internal and Proprietary Assessment Tools.

In 2006, *pan* became a wholly-owned subsidiary of TALX Corporation. By combining *pan's* expertise as a content-neutral provider of assessment and talent management systems with TALX's high-profile success in developing business process outsource solutions in HR, we achieve a synergy that is unrivaled in the industry. The State of West Virginia may wish to consider the synergies that could result from combining *pan's* web-based testing and assessment solutions with the business process solutions offered by its parent corporation, TALX.



5.2. TALX Corporation - Key Products and Services

TALX is a leading provider of payroll-related and human resources services. Based in St. Louis, Missouri, TALX holds a leadership position in two key areas -- automated employment and income verification via The Work Number® and unemployment tax management via UC eXpress®. The TALX suite of electronic services also includes tax credits and incentives, paperless pay, time tracking, W-2 management, I-9 management, and onboarding services:

- **The Work Number®:** America's leading employment and income verification service; its database holds more than 75 million employee records under contract from nearly 1,000 organizations nationwide. More than 35,000 mortgage bankers, lenders, social services agencies and other verifiers regularly use The Work Number each month to obtain highly accurate and complete information on applicants. The database is updated directly from the employers' payroll records every pay period.
- **UC eXpress®:** Offers complete unemployment cost management services, from unemployment claims processing to unemployment tax rate assessment and consulting. Using document imaging, advanced in-house systems and web access, UC eXpress speeds the processing of unemployment claims, reduces errors in data as well as payments, and reduces the cost for both employers and state agencies.
- **W-2 eXpress®:** Integrated with The Work Number, W-2 eXpress offers complete W-2 services: distributing both print and electronic original W-2 statements, reissuing W-2s, and facilitating corrections to statements. Through alliances with Intuit and H&R Block, employees can securely download tax information maintained by W-2 eXpress into TurboTax desktop software products and the Turbo Tax for the Web service, as well as H&R Block's Tax Cut® and H&R Block's Online Tax Program.
- **ePayroll:** Also integrated with The Work Number, ePayroll Services automate routine payroll functions, providing employees with efficient and secure access to their payroll data online 24 hours a day, 7 days a week. Services include PayStub Review, Direct Deposit Maintenance, W-4 Update, and Personal Information Manager.
- **FasTime®:** This electronic timesheet solution allows any employee to use the Internet or a toll-free touch-tone telephone to report his/her time, expenses, and paid time off. Managers access the system on-line for approvals. Available 24 hours a day, 7 days a week, FasTime can be fully integrated into a payroll system.



5.3. Company Addresses and Contact Information

David Annunziata
Director of Government Solutions
(based in northern Virginia)
571-333-4726 office; 703-728-2156 cell
dannunziata@panpowered.com
pan – A TALX Company
11590 North Meridian Street, Suite 200
Carmel, Indiana 46032
www.panpowered.com
Telephone: 317-566-3270
Toll-Free: 877-449-8378

TALX Corporation
1850 Borman Court
St. Louis, MO 63146
314-214-7000
314-214-7588 Fax
www.talx.com

6. Appendix B: System Security

6.1. n|Frame

A SAS 70 Type II compliant organization, n|Frame helps organizations achieve true business continuity through a unique failover model that integrates backup systems with standard operating procedures. This is accomplished through n|Frame's professional data center, commercial Internet connectivity and a state-of-the-art workplace recovery center. n|Frame supports networks, web sites, call centers and workplaces with premium data center outsourcing and colocation; router, firewall and switch management; 24/7 network, system and hardware monitoring; Web, application, data and e-mail system hosting; e-mail management and protection services; and customizable disaster recovery solutions (including Agility™ mobile recovery units). n|Frame is privately held and headquartered in Carmel, Indiana, near Indianapolis.

Front end server: IIS 6.0, WWW Publishing service (HTTPS, SSL encryption 128-bit key), Simple Mail Transfer Protocol service (not accessible outside the network), Data protected via 3-tier application architecture - excludes any direct access to the data. The tiers are protected from each other by the firewall. Only necessary ports are open. HTTPS is the only port on the web tier opened for the external network. Passwords are encrypted and stored in databases and there is a capability to enable encryption for other data fields. Communications between client browsers and server and data transfers are encrypted using SSL 128-bit key. Data are backed up nightly and stored in an off-site facility.

6.2. n|Frame: Internet Service Provider Summary

n|Frame's ongoing managed network support services for *pan* include:

- Complete hardware, application and data management
- 24x7x365 monitoring that includes onsite support, automatic alerts, long-term trending and ongoing patch management
- Real-time, Web-based network metrics: CPU utilization, disk space, memory, bandwidth, security threats and more
- Daily tape rotation and offsite storage of backup tapes for recovery purposes
- First and second response accountability for all network issues

By leveraging full automation of proven procedures, we create significant operating and cost efficiencies in managing personnel selection processes. Technical support

center located in Carmel, IN (near Indianapolis) and includes dedicated contact phone and email support.

Application is monitored via e-mail alerts by technical support group and developers. If a problem arises, a ticket is created and assigned to development team. Then it goes through standard production cycle. Average uptime >99.5%.

6.3. System Security

Physical security for the network infrastructure is provided by the Internet Service Provider (ISP): n|Frame is a state of the art ISP – offering the highest level of physical security for the *pan* solution, including biometric access controls, CCTV monitoring throughout the facility, 24x7x365 live monitoring of site and facility, state of the art fire suppression, and other industry-standard security measures.

Data are protected by using a 3-tier application architecture which excludes any direct access to data. Tiers are protected from each other by the firewall. Only necessary ports are open. HTTPS is the only port on the web tier opened for the external network.

pan applies security patches on a one-on-one basis. When we receive information about a patch – it goes through QA process before being released to production servers. Authentication is performed with a standard username/password combination. Only one username can be used per client. An invalid combination notifies user with an error message which does not indicate what was incorrect.

Encryption

Passwords stored in databases are encrypted and there is a possibility to enable encryption for other data fields if needed. Communications between client browsers and the server as well as data transfers are encrypted using SSL 128-bit key.

- Information is stored as: encrypted (AES/Rijndael algorithm) or by using a one way hashing mechanism (SHA1 algorithm). Information that will not ever appear on screen in a readable format, such as a user's password, is hashed; once the information has been modified to a cryptic state, it cannot be undone.
- Information that does need to reappear in a readable format is encrypted and stored in the database in an unreadable format, but is later unencrypted to appear in readable format when needed. The decryption is done in the code running on the (fire-walled) application servers.



Data Backup

Data are backed up each night and stored in an off-site facility.

Security Patches

Pan applies security patches on a one-on-one basis. When we receive information about a patch - goes through QA process before released to production servers.

Access Security

Authentication is performed with standard username/password combination. Only one username can be used per client. An invalid combination notifies user with error message which does not indicate what was incorrect.

Each user is assigned to a specific role, and each role is associated to a set of permissions for accessing various components of the system. These permissions limit what features of the system that a user can access. This is managed through the administrative section of the application's UI section.

Authentication

Authentication is performed with a standard username/password combination. Only one username can be used per client. An invalid combination will notify a user with an error message which does not indicate which entry was incorrect. Sensitive information is stored as: encrypted (AES/Rijndael algorithm) or by using a one way hashing mechanism (SHA1 algorithm). The user's password is hashed and once the information has been modified to a cryptic state, it cannot be undone. Password aging, minimum numbers of characters, and a max login attempt in a given period of time. All are configurable on a per client basis.

6.4. Application Logs

Our solution is a *pan*-hosted, web-based application and all data remain safely behind *pan's* firewall. Application logging ensures transmissions are complete and accurate.

Application events are logged in the database. Critical events are logged in the servers' application logs and sent via e-mail to the technical support group, network administrators, and some of the developers. The events are reviewed upon receipt. Security events are reviewed by network administrators on a weekly basis.



7. Appendix C: References

The following individuals may be contacted for information about our Services.

Catherine Scionti
President, BAA Indianapolis, LLC
2500 S. High School Road
Suite 100
Indianapolis, IN 46241
(317) 487-5037
cscionti@baai.com

Liz Chambers
Capital One Human Resources
15000 Capital One Drive
Richmond, VA 23238
(804) 284-2707 (Tie 431)
liz/chambers@capitalone.com



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<p>CONSULTING SERVICE FOR HR VIRTUAL ASSESSMENTS</p> <p>THE WEST VIRGINIA PURCHASING DIVISION, ON BEHALF OF THE AGENCY, THE WEST VIRGINIA DEPARTMENT OF ENVIRONMENTAL PROTECTION, IS SOLICITING BIDS FOR AN OPEN-END CONTRACT TO PROVIDE A VIRTUAL ASSESSMENT VIA THE INTERNET WITH UNLIMITED ACCESS TO SERVICE, PER THE FOLLOWING SPECIFICATIONS.</p> <p>THE CONTRACT IS TO BE BASED ON 850 EMPLOYEES AND UNLIMITED NUMBER OF EXTERNAL APPLICANTS TO BE USED FOR DEP'S DIVISION OF PERSONNEL TO EVALUATE NEW EMPLOYEES AND CURRENT EMPLOYEES.</p> <p>THE AGENCY REQUIRES THE SUCCESSFUL COMPANY TO PROVIDE A SINGLE INTERGRATED SUITE OF HUMAN RESOURCES ASSESSMENTS TO FOCUS AND SUPPORT THE FOLLOWING:</p> <ul style="list-style-type: none"> -NEW EMPLOYEE SELECTION -EMPLOYEE PLACEMENT -CAREER DEVELOPMENT AND COACHING -SUCCESSION PLANNING -PROMOTIONS -SELF-IMPROVEMENT -JOB DESCRIPTION DEVELOPMENT -LEADERSHIP DEVELOPMENT -TEAM DEVELOPMENT -CUSTOMER SERVICE EXCELLENCE <p>THE SUITE MUST PROVIDE APPLICANT AND EMPLOYEE INFORMATION ON THE FOLLOWING:</p> <ul style="list-style-type: none"> -ATTITUDES REGARDING INTEGRITY, WORK ETHIC, RELIABILITY 						

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				<p>AND PROBABILITY OF SUBSTANCE ABUSE -COGNITIVE ABILITY AND LEARNING CAPACITY -OCCUPATIONAL INTERESTS -BEHAVIORAL TRAITS, INTERPERSONAL SENSITIVITY, MANAGEMENT STYLE, PRODUCTIVITY, QUALITY OF WORK, INITIATIVE, TEAMWORK, PROBLEM SOLVING AND ADAPTING TO CHANGE. -TEAM COMPATIBILITY AND BALANCE, LOOKING AT OVERALL STRENGTHS AND WEAKNESSES AND QUALITY OF TEAMS. -CUSTOMER SERVICE BEHAVIORAL CHARACTERISTICS, PROVIDING EASY COMPARISON OF AN INDIVIDUAL'S BEHAVIOR TRAITS, PROFICIENCIES, AND PERSPECTIVE ON CUSTOMER SERVICE TO DEP STANDARDS.</p> <p>THE ASSESSMENT SUITE IS TO PROVIDE AN ASSESSMENT THAT MUST BE CONVENIENTLY ADMINISTERED ON THE INTERNET, SO DEP CAN ASSESS EMPLOYEES AND JOB CANDIDATES ANYWHERE THERE IS AVAILABLE INTERNET ACCESS. PAPER AND PENCIL MUST BE OPTIONAL AND AVAILABLE ON REQUEST. RESULTS MUST BE AVAILABLE IMMEDIATELY AND SHOULD BE EASILY SHARED WITH DECISION MAKERS IN ANY OF THE DEP'S OFFICES, ANYWHERE IN WV.</p> <p>ASSESSMENTS MUST NOT BE TIMED. ASSESSMENTS SHOULD NOT REQUIRE ANY PROCTERING/ ADMINISTRATION.</p> <p>MUST HAVE THE ABILITY FOR 24/7 ACCESS TO AN ACCOUNT WHERE OUR ASSESSMENTS AND DATA ARE STORED. DATA STORAGE AND ACCESS SHOULD BE REDUNDANT AND BASED ON STATE-OF-THE-ART INFRASTRUCTURE, WITH A SEAMLESS ALL-IN-ONE DELIVERY SYSTEM.</p> <p>MUST HAVE THE ABILITY TO SUPPLY DEP WITH ITS OWN ASSESSMENT ACCOUNT THAT IS USER NAME AND PASSWORD PROTECTED. MUST BE ABLE TO PRODUCE TECHNICAL MANUALS SUPPORTING</p>		

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				RELIABILITY AND VALIDITY. MUST HAVE DOCUMENTATION TO SUPPORT SECURING OF DATA SATISFACTORY TO THE DEP. MUST HAVE A FULL RANGE OF ASSESSMENTS FOR PRE AND POST HIRE USE, INCLUDING NORMATIVE AND IPSATIVE TYPE ASSESSMENTS; INTEGRITY ASSESSMENTS AND A 360 DEGREE FEEDBACK SYSTEM. MUST BE AVAILABLE TO CUSTOMIZE BY DIVISION, MANAGER, POSITION, GEOGRAPHY, OR ANY COMBINATION OF THESE FACTORS. MUST NOT REQUIRE CERTIFICATION AND/OR INTERPERTATION FOR USE; MUST ALSO HAVE A USER'S GUIDE AND REFERENCE GUIDES AVAILABLE FOR EMPLOYEE USE IN UNDERSTANDING THE ASSESSMENT OUTPUT SHOULD DEMONSTRATE FULL CUSTOMER SERVICE CAPABILITY AND ABILITY TO TRAIN ON THE USE AND APPLICATION OF ASSESSMENT. ASSESSMENTS SHOULD BE EASY TO UNDERSTAND, AND REPORTS SHOULD BE PLEASING TO THE EYE AS WELL AS INTUITIVELY NAVIGATED. REPORTS SHOULD BE AVAILABLE, WHERE APPROPRIATE, FOR INDIVIDUALS, GROUPS AND THE ENTIRE DEPARTMENT. EACH ASSESSMENT MUST BE SCIENTIFICALLY CONSTRUCTED, THOROUGHLY TESTED, AND RIGOROUSLY VALIDATED. MUST MEET ALL REQUIREMENTS OF THE EEOA, THE ADA AND THE CIVIL RIGHTS ACT. EACH MUST ALSO MEET OR EXCEED APPLICABLE REQUIREMENTS AS NOTED BY THE U.S. DEPARTMENT OF LABOR ON THE USE OF ASSESSMENT IN THE WORKPLACE. THE SITE MUST ALLOW MULTI-USER CLIENTS WITH DEFINED ACCESS FOR EACH USER. MULTIPLE USERS WHO CAN VIEW INFORMATION, SCHEDULE ASSESSMENTS, BUILD BENCHMARKS/JOB PATTERNS AND PRINT ASSESSMENT RESULTS.		

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<p>JOB SPECIFIC PATTERNS ON ALL POSITIONS MUST BE AVAILABLE.</p> <p>THE SUITE SHOULD ALLOW FOR THE EASY DEVELOPMENT OF BENCHMARKS/JOB PATTERNS FOR SPECIFIC JOBS AND ALLOW FOR MANUAL ADJUSTMENTS OF PATTERNS CREATED FROM ONE OR MORE FROM A VARIETY OF OPTIONS (OTHER EMPLOYEE ASSESSMENTS, SUPERVISOR QUESTIONNAIRES, AN ASSESSMENT LIBRARY PROVIDED BY THE VENDOR). PATTERNS SHOULD BE EASY TO UNDERSTAND AND CLEARLY RELEVANT TO THE JOB. PATTERNS MUST SHOW A HIGH CORRELATION TO ON THE JOB PERFORMANCE AND SUCCESS.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE UPON AWARD AND EXTENDS FOR A PERIOD OF TWO (2) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE</p>						

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<p>ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICE SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER</p>						

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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 04/11/2001</p> <p>EXHIBIT 4.</p> <p>LOCAL GOVERNMENT BODIES: UNLESS THE VENDOR INDICATES IN THE BID HIS REFUSAL TO EXTEND THE PRICES, TERMS, AND CONDITIONS OF THE BID TO COUNTY, SCHOOL, MUNICIPAL AND OTHER LOCAL GOVERNMENT BODIES, THE BID SHALL EXTEND TO POLITICAL SUBDIVISIONS OF THE STATE OF WEST VIRGINIA. IF THE VENDOR DOES NOT WISH TO EXTEND THE PRICES, TERMS, AND CONDITIONS OF THE BID TO ALL POLITICAL SUBDIVISIONS OF THE STATE, THE VENDOR MUST CLEARLY INDICATE SUCH REFUSAL IN HIS BID. SUCH REFUSAL SHALL NOT PREJUDICE THE AWARD OF THIS CONTRACT IN ANY MANNER.</p> <p>REV. 3/88</p> <p>VENDOR PREFERENCE CERTIFICATE</p> <p>CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE, 5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS).</p> <p>A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
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TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
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WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
DEP13883

PAGE
7

ADDRESS CORRESPONDENCE TO ATTENTION OF
**CHUCK BOWMAN
 304-558-2157**

RFQ COPY
 TYPE NAME/ADDRESS HERE

VENDOR

SHIP TO

ENVIRONMENTAL PROTECTION
 DEPARTMENT OF
 OFFICE OF ADMINISTRATION
 601 57TH STREET SE
 CHARLESTON, WV
 25304 304-926-0499

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
11/16/2006				

BID OPENING DATE: **12/07/2006** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>() BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>() BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>() BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>() BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID;</p> <p>OR</p> <p>() BIDDER IS A NONRESIDENT VENDOR EMPLOYING A</p>						

N/A

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

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 25304 304-926-0499**

DATE PRINTED 11/16/2006	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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BID OPENING DATE: **12/07/2006** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID.</p> <p>BIDDER UNDERSTANDS IF THE SECRETARY OF TAX & REVENUE DETERMINES THAT A BIDDER RECEIVING PREFERENCE HAS FAILED TO CONTINUE TO MEET THE REQUIREMENTS FOR SUCH PREFERENCE, THE SECRETARY MAY ORDER THE DIRECTOR OF PURCHASING TO: (A) RESCIND THE CONTRACT OR PURCHASE ORDER ISSUED; OR (B) ASSESS A PENALTY AGAINST SUCH BIDDER IN AN AMOUNT NOT TO EXCEED 5% OF THE BID AMOUNT AND THAT SUCH PENALTY WILL BE PAID TO THE CONTRACTING AGENCY OR DEDUCTED FROM ANY UNPAID BALANCE ON THE CONTRACT OR PURCHASE ORDER.</p> <p>BY SUBMISSION OF THIS CERTIFICATE, BIDDER AGREES TO DISCLOSE ANY REASONABLY REQUESTED INFORMATION TO THE PURCHASING DIVISION AND AUTHORIZES THE DEPARTMENT OF TAX AND REVENUE TO DISCLOSE TO THE DIRECTOR OF PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p> <p>UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS.

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<p>CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.</p> <p>BIDDER: <i>Performance Assessment Network, Inc.</i></p> <p>DATE: <i>12/15/2006</i></p> <p>SIGNED: <i>Susan Mikecell</i></p> <p>TITLE: <i>Controller</i></p> <p>* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS.

SIGNATURE _____ TELEPHONE _____ DATE _____

TITLE _____ FEIN _____ ADDRESS CHANGES TO BE NOTED ABOVE

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LINE	QUANTITY	UQP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
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THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:
 SEALED BID

BUYER: CB-23
 RFQ. NO.: DEP13883
 BID OPENING DATE: 12/07/2006
 BID OPENING TIME: 1:30 PM

PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY
 TO CONTACT YOU REGARDING YOUR BID:

317-566-3271

CONTACT PERSON (PLEASE PRINT CLEARLY):

Jared Owens

 PLEASE PROVIDE A PRICE EACH FOR EACH ASSESSMENT BASED
 UPON ONE ASSESSMENT A MONTH PER THE 850 EMPLOYEES OF
 DEP. PLEASE NOTE THE ESTABLISHED QUANTITY USED HERE
 IS FOR EVALUATION PURPOSES ONLY AND THAT THE CONTRACT
 WILL COVER UNLIMITED APPLICANT ASSESSMENTS OVER THE
 LIFE OF THE CONTRACT AND THAT BILLING WILL SUBMITTED
 QUARTERLY AND PAID IN ARREARS.

PRICE PER EACH ASSESSMENT:

#Varies by assessment

\$ **TBD***

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
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A F F I D A V I T

p. 11

West Virginia Code §5A-3-10a states:

No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owned is an amount greater than one thousand dollars in the aggregate

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

EXCEPTION:

The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

LICENSING:

Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit www.state.wv.us/admin/purchase/privacy for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and are in compliance with the requirements as stated.

Vendor's Name: Performance Assessment Network, Inc. (pan - A TALK Company)

Authorized Signature: Susan Mikesell Date: 12/5/2006

STATE OF WEST VIRGINIA
PURCHASING DIVISION

VENDOR REGISTRATION AND DISCLOSURE STATEMENT

Dear Vendor:

Before a vendor is eligible to sell goods and/or services to the State of West Virginia, the **West Virginia Code** (§5A-3-12) requires all vendors to have on file with the West Virginia Purchasing Division a completed Vendor Registration and Disclosure Statement.

Vendors supplying sole source goods and/or services to West Virginia state agencies, or competitive purchases of one thousand dollars (\$1,000) or less annually are required to complete the Vendor Registration & Disclosure Statement (WV-1A form). If the amount for competitive purchases exceed one thousand dollars (\$1,000) in any one year, a **\$125.00** annual fee is required. Payment of this fee includes access to the **West Virginia Purchasing Bulletin**, which is updated online weekly, advertising purchases expected to exceed twenty-five thousand dollars (\$25,000).

Please complete this form in its **ENTIRETY** and return to the state agency listed below for their completion of Part II. The agency will forward this form to the West Virginia Purchasing Division for processing. Incomplete forms will not be processed and will be returned to the vendor. **Please return all correspondence to:**

STATE AGENCY:

ADDRESS:

Whenever a change occurs in the information submitted as required, such change shall be reported immediately in the same manner in the original disclosure affidavit (**WV Code §5A-3-12**). If you have any questions concerning the **Vendor Registration and Disclosure Statement**, please call the Purchasing Division at (304) 558-2311.

PLEASE TYPE OR CLEARLY PRINT ALL INFORMATION

Part I: To Be Completed by the Vendor and Return to the State Agency Listed Above

1. Legal Name of Company/Individual pan - ATALX Company

Bidding Address 11590 North Meridian St., Suite 200,

City/State/Zip Indianapolis, IN 46032

Contact Person David Annunziata (sales) Jared Owens (proj.mgmt.)

Telephone Number 317-566-3270 FAX Number 317-566-3271

2. Vendor Classified As:

Individual Governmental Entity

Sole Proprietorship Non-Profit Organization

Partnership Other (Explain) _____

Estate/Trust _____

Corporation _____

Public Service Corp _____

3. If you have a Federal Employer's Identification Number enter it. All partnerships, corporations, sole owners, or companies with employees must have an FEIN.

3	5	2	1	0	6	5	0	5
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For individuals with no FEIN, enter Social Security Number.

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4. Are you registering as a new vendor with the Purchasing Division? No Yes

5. Are you updating the information previously submitted? No Yes

6. Do you wish to receive access to the **West Virginia Purchasing Bulletin**? No Yes

If so, please include a check or money order in the amount of \$125.00, payable to the State of West Virginia.

7. By providing the following information, I represent that this enterprise is a small business as defined by the **Code of Federal Regulations**, Title 13, Part 121, as appended - which contains detailed industry definitions and related procedures - and/or the characteristics of the enterprise's control, operation and/or ownership are accurately reflected in the information provided. *Check all that apply.*

Disabled Small Business Ownership [1] Veteran Small Business Ownership [4]

Minority Small Business Ownership [2] Woman Small Business Ownership [5]

Small Business Ownership [3] *The information gathered in question 7 is for data collection efforts only.*

VENDOR REGISTRATION AND DISCLOSURE STATEMENT

PLEASE TYPE OR CLEARLY PRINT ALL INFORMATION
Part I: To Be Completed by the Vendor and Return to the State Agency Listed Above

8. Are you completing this form to register a branch/division/subsidiary?
 If yes, please list the parent company's name, address, and FEIN. No Yes

Company Name: Performance Assessment Network, Inc.
 Address: 11590 North Meridian Street, Suite 200
Carmel, IN 46032
 FEIN: 35-2106505

9. Has the vendor done business under another name? If so, list the name and address under which the business was conducted.

Name	Address (St. & No.), City & State
<u>pan (A TALK company)</u>	<u>same</u>

10. List the name, title and residence location of all officers. Attach an additional sheet if space is needed.

Name	Position	Residence Address (St. & No.), City & State
<u>na</u>		

11. List the name and telephone number of one or more banking institutions to serve as reference for the vendor.

above JP Morgan Chase Bank, Scott Verhey 317-767-8381

12. What is the latest Dun & Bradstreet rating on the vendor (if there is any such rating)?

unknown our DUNS # is 940048916

13. Is the vendor acting as an agent for some other individual, firm or corporation? If yes, attach statement of the principal authorizing such representation. No Yes

14. List the three digit commodity code number(s) from the list on pages 3 and 4 which best describe the product(s)/service(s) furnished by your company. (Attach additional page, if necessary)

915, 205, 920, 924, 962, 964, 961

As authorized agent of the vendor named herein, I do solemnly swear that the above information is true and complete.

Susan Mikesell
 Vendor Signature
Controller
 Title
12/5/2006
 Date

PURCHASING DIVISION USE ONLY

Vendor ID: _____

Action: _____

Date: _____

Entered by: _____

Part II: FOR STATE USE ONLY - To Be Completed by the State Agency and Returned to the Purchasing Division

1. Please provide a brief, but concise description of the goods and/or services the vendor is providing. _____

2. Are the goods and/or services provided by this vendor competitive in nature? No Yes

3. Will the goods and/or services provided by this vendor exceed \$1,000? No Yes

State Agency Procurement Officer Signature /Telephone Number

Purchasing Division
 Vendor Registration
 2019 Washington Street, East
 P.O. Box 50130
 Charleston, WV 25305-0130



State of West Virginia
Department of Administration
Purchasing Division

EMPLOYMENT HISTORY DISCLOSURE STATEMENT

Vendor shall identify any other work, similar or otherwise currently being performed for any agency, institution, educational facility, city, county, municipality or political subdivision of the State of West Virginia. The State of West Virginia is concerned that current work could logically prevent the vendor from responsibly completing the referenced contract.

The state of West Virginia reserves the sole and exclusive right to reject the bid of any vendor when the state believes any current work could logically prevent the vendor from successfully completing the bid/contract in question. Failure to provide or disclose the required information listed shall be grounds for immediate disqualification/cancellation of the contract.

Below, the vendor shall provide the agency name, effective dates, value, general description and time required to fulfill the duties of each contract.

<u>Agency Name</u>	<u>Effective Dates</u>	<u>Value</u>	<u>General Description</u>	<u>Time Required Per Week</u>
n/a				

Check here if additional sheets are attached

I certify that the statements made above are true and accurate.

Susan Mikesell
Printed Name

12/5/2006
Date

Susan Mikesell
Signature