

REQUEST FOR INFORMATION ON
Remotely Supervised Testing (RST)
For the Public Service Commission (PSC)

RFI DATE: March 10, 2017

CLOSING DATE AND TIME: April 10, 2017 at 2:00 P.M.,
Eastern Daylight Savings Time

Contracting Authority:

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Response Submissions:

Responses must be sent to the Public Service Commission by **e-mail**, at the following address:

Response Receiving:
RFI # : RFI-PSC1601
Public Service Commission
Procurement Services
E-mail: Caroline.Chao@cfp-psc.gc.ca

1. Introduction

1.1 Background and Purpose of this Request for Information (RFI)

The intent of this Request for Information (RFI) is to solicit feedback from the remotely supervised testing industry on all aspects detailed in the draft Statement of Work (SOW) and to determine the ability of Vendors who provide remotely supervised testing services to deliver the services according to the detailed specifications. A more specific list of questions for Vendors is also provided.

1.2 Overview

The Public Service Commission (PSC) delivers assessment and testing services to hiring managers in client organisations across the Canadian Federal Public Service (CFPS). This includes off-the-shelf standardized tests and online testing services for staffing and developmental purposes. Over two-hundred thousand PSC tests are administered annually to job applicants in supervised or unsupervised settings.

As part of the ongoing modernization of its products and services, the PSC is undertaking a multi-year project to make remotely supervised testing services available to its clients. Remote Supervised Testing (RST) will allow job applicants to self-schedule for a supervised test that they take from home. Proctors will administer and supervise the test over the Internet via a Webcam. Three main techniques will be used to ensure secure test administration: i) authentication of the test-taker's identity, ii) monitoring of the test-taker and test-taking conditions via Webcam and micro-phone, and iii) monitoring/control of the applicant's computer system. In addition, other test security measures and rigorous protocols around test administration will be in place to retain the validity of in-person supervised test results while deriving the benefits of greater efficiency, flexibility and accessibility.

RST aims to remove barriers related to the scheduling and administration of selection tests for PSC clients and job applicants. PSC clients devote substantial resources to scheduling and administering tests, which delays staffing. This can be especially true of clients who need to assess job applicants in dispersed and geographically isolated or international locations (e.g. when meeting their obligations with respect to National Area of Selection). For their part, job applicants may have personal situations that make scheduling or travel difficult (family obligations; geographic isolation; mobility challenges). Job applicants may also benefit from being assessed from home where they have access to the adaptive technologies (e.g. screen readers) and specialized equipment (e.g., ergonomic mouse, chair, or keyboard). For PSC clients, RST would reduce the number of requests for adapted testing measures.

To deliver this RST service to its clients, the PSC will be seeking a 3rd party vendor to deliver self-scheduling and remotely supervised testing services while integrating itself seamlessly into existing PSC testing systems and business processes. The PSC will be the sole point of contact with its clients. The Vendor will invoice the PSC for its services, and the PSC will recover the costs from its clients.

In the initial planning, development and pilot stages, the Vendor will work with the PSC to integrate and align business processes according to the SOW. The Vendor will help the PSC pilot test the process for a limited number of PSC clients, and then work with the PSC to

implement any required adjustments arising from lessons learned before the PSC makes the service more widely available to its clients.

Thereafter, in the Full Implementation stage, the Vendor will provide RST services on an ongoing basis for the duration of the contract, and do so according to the requirements and service standards described in the SOW.

1.3 Objective of this Request for information (RFI):

- a) Provide industry with a preliminary set of high-level specifications, deliverables, schedule and project scope;
- b) Determine the ability of Vendors who provide remotely supervised testing services to deliver the required services, and gauge their interest in doing so; and
- c) Solicit input on the requirements and the preliminary criteria against which proposals will be evaluated.

2. Instructions to Respondents

The following sub-sections provide specific instructions for respondents.

2.1 Nature of Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract; therefore, potential suppliers of any goods or services described in this RFI should not earmark stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list; therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI.

2.2 Response Costs

The PSC will not reimburse any respondent for expenses incurred in responding to this RFI.

2.3 Treatment of Responses

Use of Responses: Responses will not be formally evaluated. However, the responses received may be used by the PSC to develop or modify procurement strategies and/or SOW requirements. The PSC will review all responses received by the RFI closing date. The PSC may, in its discretion, review responses received after the RFI closing date.

Review Team: A review team composed of representatives from the PSC will review the responses. The PSC reserves the right to hire any independent consultant, or use any government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

Confidentiality: Respondents should mark any portions of their response that they consider proprietary or confidential. The PSC and its consultants will treat those portions of the

responses as confidential to the extent permitted by the Access to Information Act.

Post-Submission Review Meetings: The PSC may request individual Post-Submission Review Meetings with respondents to provide clarity on information provided. If required, these will be held at the most appropriate location, to be determined at a later date. The intent of these meetings will be to provide an opportunity for a face-to-face discussion with respondents.

Although respondents may request a meeting, and their request will be considered, the PSC will determine whether it requires additional information from any given respondent and will schedule meetings accordingly. All such requests, by respondents, should be forwarded to the Contracting Authority.

2.4 Response Format

Section 5. contains specific questions that are consecutively numbered. Respondents are asked to submit responses indexed by the specific RFI question number. Respondents are asked to repeat the question prior to their response for reviewer convenience.

Respondents are requested to submit one softcopy of their response to the Contracting Authority (Caroline.Chao@cfp-psc.gc.ca) by e-mail.

Cover Page: Respondents are requested to indicate the title of the response, the solicitation number, the volume number and the full legal name of the respondent, the name and address of the respondent, the name, address and telephone number of the respondent's contact.

2.5 Numbering System

Each question has its own unique number. It is prefixed with "Q-" followed by a sequence number (e.g. Q-1). Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals, and any brochures included as part of the response, should be referenced accordingly.

2.6 Enquiries

Because this is not a bid solicitation, the PSC will not necessarily respond to all enquiries in writing or by circulating answers to all potential suppliers. However, respondents with questions regarding this RFI may direct their enquiries to the Contracting Authority identified herein.

2.7 Submission of Responses

Respondents should send responses electronically via e-mail to the Contracting Authority's address identified herein by the date specified on the front page of the RFI.

All requested information is to be provided to the Contracting Authority on or before the closing date of the RFI.

2.8 Contracting Authority

Contracting Authority: Caroline Chao
E-mail Address: Caroline.Chao@cfp-psc.gc.ca
Telephone No.: 819-420-8380

3. Statement of Work

3.1 Scope

- a) To offer remotely supervised testing to its clients (Canadian Federal Organisations), the PSC requires a 3rd-party vendor to deliver remotely supervised testing services (including applicant self-scheduling) on an ongoing basis;
- b) The Vendor must integrate their services seamlessly into PSC business processes and IT systems; and
- c) The Vendor must provide these services according to the requirements described in Section 3.5 *Preliminary Requirements for Full Implementation of RST Services*. These services include but are not limited to: a) applicant self-scheduling, b) technical support of test-takers/trouble shooting, c) test administration by a live proctor over webcam/microphone (following PSC test administration procedures), d) monitoring of applicant's computer, and e) updating the PSC daily on scheduling and test administration progress (via web-enabled solution).

The Task summaries below are provided only to clarify the general scope of work required and are not intended as comprehensive descriptions of tasks or deliverables.

3.2 Stages

3.2.1 Stage 1 - Planning

Purpose of this stage:

- a) To develop a common project workplan for PSC and Vendor resources to meet the PSC's Remotely Supervised Testing Requirements

Deliverables:

- b) Project workplan

3.2.2 Stage 2 - Development

Purpose of this stage:

To integrate the Vendor (including staff, IT systems, and procedures) into the PSC business process, by:

- a) Aligning the Vendor's existing scheduling and test administration procedures and systems to meet PSC requirements (as required);
- b) Training Vendor staff (proctors), obtaining security clearance for staff and, if necessary, the organisation (Designated Organisational Screening - DOS);
- c) Completing the IT work necessary to link PSC and Vendor IT systems (see data transfer requirements in section 3.5); and
- d) Performing functional unit-testing, user-experience and user-acceptance testing of the IT build.

Deliverables:

- e) Business processes and systems required to deliver the RST service, as per specifications.

3.2.3 Stage 3 - Pilot testing

Purpose of this stage:

- a) Perform Remotely Supervised Testing in the context of a small number of staffing processes for client organisation(s) with a specific test identified by the PSC (likely an electronic managerial in-basket); and
- b) Perform post-mortem analysis and implement recommendations arising from lessons learned.

Deliverables:

- c) Post-mortem report;
- d) Revised processes (as required); and
- e) System updates (as required).

3.2.4 Stage 4 – Full Implementation

Purpose of this stage:

- a) Deliver RST service to PSC clients according to service standards and requirements specified in the SOW, and make refinements after pilot testing;
- b) Scale up remotely supervised testing activities, offering it widely to PSC clients; and
- c) Monitor for new pain points resulting from increased volume, refinement of processes.

Deliverables:

- d) on-going feedback and reporting of operational problems or challenges and test incident reports as required.

3.3 Objective

To implement a new method of test administration at the PSC - Remote Supervised Testing (RST) that provides the opportunity for applicants to self-schedule and take the test from home while under supervision by a third-party test administrator via Webcam and other means.

Expected outcomes:

- Reduce time and cost to staff: PSC clients save time and resources that would have been devoted to scheduling and administering tests in person, and dealing with difficult cases (e.g. applicants in remote locations)
- Increased accessibility and universal design for job applicants with certain disabilities as they will be able to use their own computers with adaptive or assistive technology and physical aids (e.g., ergonomic chair, keyboard and/or mouse, special lighting).
- Ability to eventually extend RST to other PSC standardized tests and standardized tests owned by departmental clients that are hosted on PSC systems.

The benefits realized by the project will be:

1. **Test Takers** (Canadian public in Canada and overseas, Public Service employees, Persons with Priority Entitlements, Persons with Disabilities) will be able to take the test in their home with their own computer and will not have to travel. They will also benefit from the faster turnaround time to get their test results.
2. **PSC Clients (Other Government Departments - OGDs)** – will no longer need to schedule assessments with applicants, arrange for testing facilities, arrange for test administrators to administer the test. Hiring managers and Human Resources (HR) Advisors will benefit from a reduced turnaround time to get applicant results, reducing time to staff. In addition, clients will benefit from a modern and efficient assessment process that will include:
 - Timely testing sessions;
 - Outsourcing of test administration and proctoring;
 - Rigorous proctoring controls against cheating; and
 - Self-scheduling by applicants.

3.4 BACKGROUND

Public Service Commission (PSC)

The PSC's mission is to promote and safeguard a non-partisan, merit-based and representative public service that serves all Canadians. The Canadian Federal Public Service comprises over 250 thousand employees, and receives over 400 thousand applications yearly for externally advertised job processes from across Canada and abroad. In 2015-2016, more than 45 thousand successful applicants joined the public service.

Personnel Psychology Centre (PPC)

With over 50 years of experience, the Personnel Psychology Centre (PPC) of the PSC is known internationally for the quality of its assessment products. The PPC's professionally developed assessment tools support the PSC's core mandate to ensure that appointments to the Canadian Federal Public Service are based on merit, representativeness, fairness and transparency. Over 200 thousand PPC standardized assessments are administered yearly.

The PPC also helps hiring managers implement cost-effective human resource management solutions and supports various departments and agencies through its services and leadership in the areas of second language testing, competency-based assessment, leadership assessment, occupational, ability and aptitude testing, and internet-based testing in supervised and unsupervised settings.

Leadership assessment and related assessment products such as competency based in-baskets and assessment centres represent a cornerstone of PPC's service offering. These products and services are offered for most levels of management and are often complemented with other key services such as counselling and coaching for executives and for employees aspiring to leadership positions.

Modernization and Innovation

The PSC develops innovative assessment tools and strategies for the Canadian Federal Public Service. In past years, this included a transition from paper-based testing to online testing, and the introduction of unsupervised internet testing. Remotely Supervised Testing is a logical extension of these existing products and services that will improve the experience of hiring manager and job applicants alike. The PSC invests in such e-testing platforms for its own assessment tools, and also makes their e-testing platforms and services available to other government organisations for the purpose of hosting their professionally-developed selection tests.

3.5 Preliminary Requirements for Full Implementation of RST Service

3.5.1 Estimated Volume

- a) Small volumes during pilot testing (perhaps a few hundred tests), increasing to several thousand tests a year as the PSC allows usage to ramp up.
- b) Tests duration will vary from 1 hour to 3.5 hours. In some cases, test durations may be longer and require break periods.

3.5.2 Description of the Self-Scheduling Service

- a) Job applicant consents to the remote supervised testing process, sharing data with the Vendor. Alternative testing arrangements (e.g. in-person testing) are always available.
- b) Vendor receives an "order": a list of applicants to be tested from the PSC. The order includes applicant information (First name, Last name, e-mail), some details about the staffing process (Selection process number, Department name, Position title), and finally some details about the order (Order number, Start and End date of the testing window, name of test, language of testing and session duration). Vendor will confirm ability to deliver the order, either ahead of time (by committing to a service standard/ weekly capacity) and/or explicitly on receipt of the order. This process will be entirely automated, leveraging IT systems.

- c) Vendor will receive a minimum amount of notice before testing window begins (e.g. 1 week). No modifications will be permitted to the “order”, but it might be canceled by the PSC (on behalf of its client).
- d) Vendor offers self-scheduling to job applicants to arrange a time for testing within the specified window. Job applicants will have been directed to the Vendor’s website by PSC clients. Applicants will have to abide by a “schedule by” date (e.g. 48 hours prior to the close of the testing window).
- e) As part of scheduling, Vendor offers applicants a way to test their system for compatibility (webcam, audio) with vendor systems, and PSC systems (via a systems check and sample test).

3.5.3 Description of the Test Administration/Remote Supervision Service

- a) PSC tests are hosted on PSC e-testing system. Vendor controls test administration by logging into this system. Applicants take the test by accessing this system from their computer. Vendor staff (proctors) supervise tests by monitoring applicant’s computers, including by Webcam, microphone and other means (e.g. desktop sharing).
- b) Vendor’s proctors control test administrations by logging into the PSC’s e-testing system via their account. They will be able to look-up an applicant’s test (a specific e-test is created for each applicant), grant an applicant access to their test, and suspend or terminate a test session if necessary (e.g. in case of an incident such as cheating or the activation of a fire alarm).
- c) Vendor obtains informed content from the test-taker to initiate remote supervised testing activities (e-form with opt-in consent). Done prior to initiating webcam connection or other connections (e.g. desktop sharing).
- d) Vendor authenticates identity of the test-taker (government ID, picture and name) via a webcam and audio connection, and confirms details of the selection process with test-taker (selection process number, department, position title).
- e) Vendor confirms that test administration conditions are appropriate via webcam and audio connection (PPC to provide criteria)
- f) Vendor logs into PSC e-testing system (admin interface), locates the applicant’s test (based on order number, and applicant name), generates a test token (single-use hyperlink), then sends to applicant.
- g) Applicant accesses PSC e-testing system directly to take the test.
- h) Vendor guides applicant through login into PSC system, and administers the test according to PSC script/procedures, verbally via webcam/microphone.
- i) Vendor observes applicant behavior visually and by sound via webcam microphone. PSC strongly prefers if measures are in place to mitigate or eliminate the possibility of collusion between the applicant and the proctor.
- j) Vendor monitors and/or locks down applicant’s computer system, either through desktop sharing or other means (exact requirements TBD), to counter security threats like collusion, accessing forbidden resources, and the copying/retention of protected test content. PSC strongly prefers that this monitoring be achieved without the proctor being able to see or record the test content, or for the Vendor’s systems to access or record the test content.

- k) Vendor suspends testing and/or locks applicant's test when appropriate (e.g. suspected cheating; technical issues reported by applicant) using PSC testing system
- l) Vendor reinitializes the test/unlocks test if an issue has been resolved, or ends testing (e.g. technical issue that cannot be resolved) as required.
- m) Vendor completes and submits a standard PPC test incident report in case of test incident (e.g. suspected cheating; health issue causing an applicant to withdraw from the test session).
- n) To allow the PSC to bill its clients, the Vendor provides a monthly data transfer that summarizes the results of a particular order. This is intended to enable timely billing of PSC clients, and is distinct from the process of the Vendor invoicing the PSC.
- o) To support investigations into fraud or cheating allegations, Vendor records certain information for all test administrations, possibly including documentation of test security steps (e.g. retaining a picture of the test-taker on file with driver's license in frame).

3.5.4 Proctors Security, Certification and Training Requirements

3.5.4.1 Proctors Certification and Training Requirements

PPC test administration training and certification is required for all of the Vendor's proctors. To obtain certification, each proctor will have to pass a basic knowledge test following the PPC test administration training (covering topics like test security). This is a pre-requisite for gaining access to PSC online testing system, and administering tests.

3.5.4.2 Proctors Security Requirement

Proctors must be granted a Reliability Status security clearance. Only then are proctors granted individual accounts for accessing an administrator view of the PSC e-testing system.

3.5.5 Privacy & Security Requirements

Privacy and Security requirements that could be part of a potential RFP are, without being limited to, the following:

1. A valid Designated Organization Screening (DOS) with approved Document Safeguarding at the level of **PROTECTED B** is required, as issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED information, assets or work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
3. The Contractor **MUST NOT** utilize its Information Technology systems to electronically process, produce or store PROTECTED information until the CISD/PWGSC has issued written approval. After approval has been granted or approved, these tasks may be performed up to the level of **PROTECTED B**.

4. Solution will be evaluated based on IT Security Risk Management from CSE <https://www.cse-cst.gc.ca/en/node/265/html/22814>
5. Depending on the confidentiality, integrity and availability requirements a set of security controls will be identified for the solution to support.
6. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
7. The Contractor must obtain explicit, informed consent prior to initiating connection to the applicant's system.
8. PROTECTED information, including PSC test data and applicant information, must to be stored exclusively on Canadian servers.

3.5.6 Reporting

- a) As indicated above, to allow the PSC and its clients to track the progress of their orders, Vendor provides status updates on the progress of testing, no-shows, etc... This reporting would be done live or daily at the test-taker level (Jane Test-taker was a "no show") and the aggregate level (10% of test-takers were a "No show"). This should be done via a Vendor webpage that is integrated seamless into PSC testing systems.
- b) To allow the PSC to bill its clients, the Vendor provides a monthly data transfer that summarizes the results of scheduling and test administration done that month.

3.5.7 Language Requirement

- a) Both English-speaking and French-speaking proctors are required.
- b) All services, written and verbal, must be available in English and French

3.5.8 Service Standard

- a) Vendor must commit to a specific testing capacity in English and in French, defined as a number of tests per hour, per day or per week (or another mutually acceptable metric). Exact requirements will likely vary over time, increasing as use expands. For example, in the early days of the service, it would be desirable to be able to test a few hundred applicants in a two-week period while offering great flexibility in testing outside of normal business hours.
- b) Vendor will offer testing capacity outside of normal business hours in all time zones across Canada (e.g. from 6AM to 11 PM in all of Canada's time zones). Some capacity to test applicants located abroad will also be required from time to time.
- c) Orders will be submitted as a list of applicants to be tested within a given time frame (i.e. 2 weeks). Vendors will receive a minimum amount of notice for new orders (e.g. 48 hours).
- d) English- and French-speaking test takers must have equal access to testing (e.g. same hours of testing; Verbal and written material in their language of choice: English or French).
- e) Vendor will have capacity (proctors, technology) available that is capable of handling testing with special accessibility requirements (e.g. specially training proctors).

3.5.9 Accessibility

- a) The self-scheduling and remotely supervised testing services should be accessible to those using adaptive technologies, and follow relevant standards and best practices (e.g. for screen-reading technology). Consult the Government of Canada's Standard on Web accessibility for details: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601>.
- b) The self-scheduling and remotely supervised testing service should perform well for most browsers and system configurations, including common accessibility settings.

3.5.10 Invoicing

- a) Vendor provides a detailed invoice monthly with number tested by order number, and "no shows" if necessary. Formal invoices shall match data transferred to the PSC.

4. Evaluation Criteria

Evaluation criteria of a potential RFP could include, but not be limited to, the following:

- a) Capacity to handle significant testing volumes in English and French, in a wide range of testing times in time zones across Canada (and abroad in some cases);
- b) Demonstrated capacity to administer tests in French and in English, in Canada;
- c) Capacity to deliver IT solutions that meet PSC requirements;
- d) Demonstrated ability to operate in a high-stakes testing environment while adapting to client systems (including reference check);
- e) Demonstrated ability to operate in a government selection context, including government IT systems (including reference check);
- f) Preference for Vendors with nationally or internationally recognized security accreditations;
- g) Preference for Vendors whose systems meet internationally recognized standards for accessibility, including the Government of Canada's standard;
- h) Preference of Vendors with staff trained in administering tests to applicants with accessibility requirements;
- i) Proven record of high-quality customer service; and
- j) Ability to deliver enhanced test security features over and above what would be minimally required to satisfy the requirements specified in the SOW.

5. Questions for Vendors

Feedback

Q1. Do any of the requirements listed in section 3.5 - *Preliminary Requirements for Full Implementation of RST Service* need clarification to be fully understood?

Q2. Do any aspects of the requirements listed in section 3.5 limit your ability to or interest in submitting a response to a potential Request for Proposal? If so, why? And what changes would you propose to make it more achievable or appealing?

Q3. Are there any technical requirements or limitations of your RST technology that PSC should be aware of when considering possible conflicts and compatibility with our e-testing systems?

Q4. Do you have feedback/questions regarding section 4. *Evaluation Criteria*?

Your Services

Q5. Please describe the scale of your operations in general terms. How long have you been delivering live remote proctoring services? What kind of capacity do you have to deliver live-proctoring services currently in any language? For example, how many do you test per day, week or month?

Q6. Do you have experience working in high-stakes employment testing? With large private sector companies? With government organizations? Please describe.

Q7. Under the terms described in the SOW, what service-standard/testing capacity could you currently offer in each time zone of Canada and in both official languages (French, English)? How many tests could be administered per day in each language? At different times of day? How readily are you able to scale-up your capacity within 1 year of awarding the contract (in time for a planned wider implementation)?

Q8. Do you have a demonstrated capacity to deliver an equivalent live-proctoring service in French and English? If you do not currently have such capacity, would it be reasonable for you to achieve it within a year of awarding the contract (in time for wider implementation)? If not, would you have other ways of working (e.g. communication via canned instant messages) to achieve the same end?

Q9. Do you have a demonstrated capacity to deliver remote proctoring services to test-takers with particular accessibility requirements? What sort of options do you currently offer? Please describe.

Q10. Do you currently have capacity in Canada, including servers for storing information related to the remotely supervised testing service?

Q11. How quickly are you currently able to offer self-scheduling for a new order from your existing clients? Is this process done automatically via IT systems, or is it manual? Can you confirm you have the capacity to deliver an order automatically (via an IT system) or do you currently do that manually?

Q12. How do you currently allow clients to monitor the progress of testing for their order? Please describe.

Q13. Please describe your process for managing client orders. How much notice do you require to schedule a test for an applicant (on demand? 48 hours ahead of time?) How much notice would you require for an order of 100 tests to be self-scheduled, and administered in a two week period?

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Q14. What controls do you typically recommend for an applicant's computer in a high-stakes setting? What sort of monitoring of their computer system is done? What type of technology is used to achieve these ends? How common are technical problems (e.g. system incompatibility)? What are the risks, if any, to applicants' systems? Based on evidence and experience, which controls are essential or make the most impact on retaining test validity? How do applicants react?

Q15. What additional RST-related services do you offer that can or should be included in our requirements given our stated objective and context (high-stakes employment selection)? Possible value added: improved applicant and client experience, or countering test security threats such as surrogate test-takers, collusions (e.g., with proctor) or other forms of cheating (e.g. access to disallowed resources).

Q16. In your experience, how long does it take to integrate your services within a client's infrastructure and business process? What are common challenges and ways of mitigating the risk of problems, delay. Do any of the requirements described in Section 3.5 complicate matters?

Q17. Vendors with demonstration videos of their self-scheduling and proctoring services are invited to share them with the PSC as part of their response to this RFI. The PSC may contact respondents to request further information.

Pricing

Q18. What pricing models are typically used for similar requirements (e.g. Start-up cost + on-going cost per hour of RST)?

Q19. Would a fee be charged for a) an applicant who fails to show up for an appointment (no show) or b) who needs to be scheduled for another session due to technical difficulties? Or, is this built into the price for tests that are actually administered?