

## **Introduction:**

The Virgin Islands Division of Personnel (DOP), is issuing this Request for Proposal (RFP) seeking qualified vendors who have prior experience in Designing and implementing a Learning Management System (LMS). The purpose of this project is to assist the Virgin Islands Division of Personnel's Employee Development and Training Unit with the design, development, and implementation of a LMS. The most effective way to train the 7,800 + employees would be for the government of the Virgin Islands to purchase a Learning Management to enhance its training impact. An LMS would allow

- Centralized Learning
- Tracking and Reporting Features
- Evaluation Capabilities
- Easy Upgrades
- Simplified Learning Process
- Engaging content covering topics like soft skills, leadership, digital tools and more
- Intuitive platform that can be easily used and adopted by employees of all ages and all technical expertise
- Creation of a "culture of learning"
- Valuable analytics around training performance and learner progress
- Ability to connect to other applications at USVI
- Significant reduction in costs around employee development

## **Subcontractors and Agents:**

The Contractor shall assume responsibility for all activities relating to the Contract. DOP will consider the Contractor the sole point of contact with regards to this Contract, including all payments resulting from Contract. If any part of this work is to be subcontracted, the Contractor shall submit a list of subcontractors, including the firms' or individual's name and address, contact person (if a firm), description of work to be subcontracted, and information concerning subcontractor's abilities to perform the work. The use of local, Virgin Islands vendors and/or subcontractors is highly encouraged. The Government reserves the right to approve all subcontractors and require the Contractor to replace any subcontractor who is found to be unacceptable by the Government.

## **Project Team**

The Contractor shall commit a cohesive, dedicated, and skilled team of personnel to the project, which shall include a core team, which shall include the Project Manager for the Contractor managerial, supervisory and professional staff.

## **Minimum Qualifications:**

To be considered for full evaluation and possible award, Vendors must first meet the threshold minimum qualification requirements listed in the table below. Subject to DOP's Discretion to waive minor deviations or defects, only those proposals that meet all of the foregoing minimum qualifications shall be considered for a full evaluation and a possible contract award.

The LMS Steering Committee has identified the following as the top criteria for a LMS:

- i. Ease of Use: Administration**
  1. LMS administrators must be able to manage curricula with automatic email reminders and progress tracking.
  2. The system administrator must be able to configure permissions and span of control for various learning administrator groups so that enterprise administrators can manage enterprise-wide content, while local administrators work autonomously on localized content delivered to local target audiences
  3. Ability to track wrong answers
  4. Provide knowledge checks
  5. Simplicity in data manipulation for administrators
  6. Ease of use for users
  
- ii. Diverse Content/Libraries**
  1. Provides additional support materials for users
  2. Provides social learning tools (web –conferencing, calendaring, blogs, forums, etc.)
  
- iii. Local LMS Administrator Capability**
  1. The LMS must support specific USVI Bureau of Technology regulations related to security and accessibility.
  2. The LMS must be easily scalable to handle increasing numbers of users and content to keep in step with the growth of the GVI.
  3. The LMS should have platform capability
  4. The LMS should be able to connect to an API and communicate with existing ERP system
  5. Contextually-appropriate help files are accessible from all pages and provide assistance for students, faculty and system administrators as appropriate. Pop-ups or rollovers provide “just-in-time” information for specific action
  
- iv. Centralization & Standardization of Best Practices**
  
- v. Portability**
  1. The LMS should have portability, allowing users access from mobile devices and diverse locations
  
- vi. Installation, Maintenance, Strategic Consultants, Customer Service, and Fee Included**
  1. The LMS must be compatible with a lower-priced database management system.
  2. The LMS must provide cost-effective licensing options for the anticipated 8,000 users in GVI.
  3. The LMS cost must include maintenance and customer service
  4. The LMS installation fee must be included in the fee

5. The cost of vendor-provided Strategic Planning Consultants should be included in annual cost

**vii. Rotating License**

1. LMS should allow license rotation options

**viii. API and/or Data Migration**

1. Server software operates on a wide variety of operating systems (Windows, Linux/Unix, Mac) using commodity hardware and industry-standard web servers.
2. Supports all browsers and platforms with no special setup requirements for the user
3. Is able to render the LMS experience in most browsers with consistency

**Proposal Preparation Costs:**

Vendors submitting Qualifications do so entirely at their expense. There is no express or implied obligation by DOP to reimburse a Vendor for any costs incurred in preparing or submitting Proposal, providing additional information when requested by DOP, participating in any selection interviews, site visit or participating in this procurement.

**Disposition of Material and confidential or Proprietary Information:**

All materials submitted in response to this RFP will become the property of Property and Procurement and will be returned only at DOP's option and at the expense of the Vendor submitting the Proposal. One copy of each proposal will be retained by DOP for official files and will become a public record. Release of bidding proposal packets submitted in response to this RFP will not be released by the Department of Property and Procurement during the proposal evaluation process or prior to award.

**Project Scope Document**  
**GVI Learning Management System**

**10/23/2016**

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**1.1 Project scope statement**

Selection of an LMS System for the GVI to improve Human Capital Development by December 2016

The LMS research project will analyze and review several aspects where it can improve the U.S. Virgin Islands government. This will be done by identifying and selecting a LMS that can serve as an aid to managers and provide modern learning content for employees in a manner that is engaging, providing practice and efficiency. Once selected, the LMS will work seamlessly with the current ERP systems to ensure an ease of employee look up. The project should increase production and efficiency within the government, as well as reducing costs of off island trainings. The three main objectives are:

**1.2 Business Goals/Objectives**

<b>Business Goal/Objective</b>	<b>Description</b>
Maximization of employee trainings	This will allow the government to increase the amount of employees to be trained (over 1000 within the first 3 months)
Employee Professional Development	The ability to track employees who are being trained through the LMS

	<ul style="list-style-type: none"> <li>• Individual Development Plans – enabling users to map their personal development to help them get to the next level.</li> <li>• Skill gap analysis (evaluating skill levels based on specific content areas).</li> <li>• Performance evaluations</li> <li>• Registering for and tracking your enrollments in any of the catalog courses.</li> <li>• Receiving real-time class notifications (registration confirmation, and reminder emails).</li> <li>• Having immediate access to your transcript (completed courses).</li> <li>• Tracking your certifications/licenses</li> <li>• Taking your transcript with you if you move to another agency.</li> </ul>
Agency Heads and HR Managers	<p>The ability to track an employee’s progress over from the start of their employment</p> <ul style="list-style-type: none"> <li>• Obtain reports on course enrollments, certifications and transcripts to create targeted individual development plans – supporting your employee’s professional growth.</li> </ul>

### 1.3 Background

The Director of the Division of Personal was tasked with developing the employees of the GVI and ensure they are an effective and an efficient workforce. Part of that tasks requires that employees throughout GVI are professionally trained and advancing in their careers. The Director decided that the best solution to address this issue is for the GVI to Purchase a Learning Management System. The Director surveyed all Agency Heads and HR Managers and gathered their input and developed a list of requirements. The Director then developed a Steering Committee which will meet and prioritize the main criteria to be evaluated. These Criteria, request for a budget and evaluation methods to be used were then sent to The Director and the Governor for approval.

The following are the Top 9 Criteria identified by the LMS Steering Committee:

1. Ease of use.
2. Diverse content/libraries
3. Local LMS Administrator capability.
4. Centralization & standardization of government-wide best practices on BIT technical infrastructure (Window[s]) platform capability uploads.
5. Should have portability, be web-based, supported by all browsers.
6. Total cost must include at a minimum: implementation/installation, maintenance, customer service fees. The cost of vendor provided strategic planning consultants should be included in annual cost to include maintenance and customer service.
7. Cost-effective licensing options with preferred rotating licenses.
8. LMS should be able to connect to an API and communicate with existing ERP System and/or data migration.
9. Assign mandatory and professional development services to facilitate career growth.

Once approved we will begin the work of requesting an RFI from Vendors that meet our criteria. Once we identify the vendors we will invite them to present to the steering committee and select the vendor that meets our requirements. Average new employee orientation is being done within 3 months of employee arrival. The focus for the training unit has been providing Sexual Harassment training and refresher courses. With limited staff (One Training Coordinator) the Unit has difficulty meeting its training objectives and performing its main role of developing the human capital of this government.

#### **1.4 Business Case**

For about fifteen years, the U.S. Virgin Islands has been understaffed in the training division of the government. Although top level managers and administrators were being flown out to off island trainings and seminars, training for mid and lower level employees were being stagnated. With cost constraints set by annual budgets only a hand full of employees from each agency are selected to partake in off island trainings.

Business issues and underlying problems have been:

- Training is currently autonomous and very much "in the 20th century"
- Flying people out for in-person trainings - extremely expensive (flights, instructors, lost productivity in order to attend)
- Tracking training is currently manual and time-consuming: Import and export data through Microsoft Excel
- Training department has reduced in size over the years, resulting in even more work for the team - not scalable

The U.S. Virgin Islands government is currently without a Learning Management System (LMS). Learning Management Systems are web-based or software applications that allow companies to deliver content and resources to their learners and manage their delivery. These systems often provide easy ways for instructors to create and deliver their content while simultaneously monitoring participation and assessing performance.

They also facilitate administration and course documentation. They track and report on events too. These systems can be used to enhance our existing. There are more and more courses being offered through learning management systems that provide employees access to continued education.

THE GVI has never implemented a government wide LMS to ensure the most effective training throughout all levels of the government. With limited resources available in this particular government, training is currently limited to top executive officers and managers. The territory is limited to one training director and one deputy director, who are expected to provide training to over seven thousand government employees. With limited funding, the government is confined to selecting a few employees from each department/agency to attend off island trainings. The Training Unit is consistently churning as many mandatory and customized trainings as possible, but faces the issue of delays in reporting due to lack of time. Our Training Coordinator has been overwhelmed causing delays of a day or more in updating learning records for training delivered across the territory have been causing problems with report accuracy—

## **1.5 GVI LMS Benefits**

**The Top 5 benefits we are looking for are as follows:**

### **Benefit #1: Centralized Learning**

The first benefit to using a learning management system is it offers a centralized source of learning. This means that the training, performance, and development content are offered at all times from the same source. Multiple users can access the information at any given time. These systems ensure consistency in the evaluation and delivery of the material, meaning every user sees the same content through the same manner. These systems let the user design customized training modules that can be used to introduce new equipment, update equipment, or modify operating procedures.

### **Benefit #2: Tracking and Reporting Features**

The second benefit to using a learning management system is that you can enhance performance through tracking and reporting tools. Progress of new users can be tracked, records can be reviewed, and users can register for more than one course. Employers are able to offer the courses through web-based training, webinars, and other forms of instructor-led training. Management can then access the records of those who participated to analyze which areas need improvement. The learner can now put in additional efforts in the areas that are difficult for them, because learning management systems give users the ability to manipulate their learning pace.

(With an LMS, you can report your learners' scores from ready to use **eLearning Game Templates** and develop faster than ever before.)

### **Benefit #3: Evaluation Capabilities**

The third benefit to using a learning management system is that it allows users to be evaluated before they take the course, while they are in the course, and when they finish the course. This means that employers can evaluate their retention levels through periodically scheduling assignments. They can then review the records to determine the levels of success. In educational settings, students can review their personal performance based on quizzes and tests that are administered by the professors.

### **Benefit #4: Easy Upgrades**

The fourth benefit to using a learning management system is that the content and information in the course can be easily upgraded. Because the learning management system offers a

centralized location for information, it is simple to make a change to the forms, requirements, product descriptions, or specifications. Users will get the same upgraded information at the same time.

#### **Benefit #5: Simplified Learning Process**

The fifth and final benefit to using a learning management system is that it simplifies the learning process. The systems are easy to use and new users can figure everything out easily. The systems accommodate multiple features including recording and tracking, documentation and administration, as well as classroom learning. These systems are affordable alternatives that offer scalable and personalized platforms for learning. They deliver integrated and enriched learning experiences for the users that expound upon virtual learning and collaboration modules.

Overall, these are just the top five benefits to using a learning management system. There are many, many more and it is important that companies and educational institutions alike consider all of the benefits before they begin complete integration of the systems.

### **1.6 Requirements**

#### *Functional requirements:*

- LMS administrators must be able to manage curricula with automatic email reminders and progress tracking.
- The system administrator must be able to configure permissions and span of control for various learning administrator groups so that enterprise administrators can manage enterprise-wide content, while local administrators work autonomously on localized content delivered to local target audiences.
- The LMS provider should have worked with government entities before
- Ease of use for Administration- simplicity in data manipulation
- Ease of use for User
- Diverse Content/Libraries
- Provides additional supportive materials for users
- Provides Social Learning tools (web –conferencing, calendaring, blogs forums)
- Ability to track wrong answers
- Provide knowledge checks

#### *Demo requirement:*

- Each Vendor must send a demo to all steering Committee members, Program Lead and administrative staff.

#### *Technical requirements:*

- Cloud or SASS based computing
- The LMS must be easily scalable to handle increasing numbers of users and content to keep in step with the growth of the GVI.
- The LMS should have portability, allowing users access from mobile devices and diverse locations
- The LMS should have Platform capability- uploads



- The LMS should be able to connect to an API and communicate with existing ERP Systems
- Contextually-appropriate help files are accessible from all pages and provide assistance for students, faculty and system administrators as appropriate. Pop-ups or rollovers provide “just-in-time” information for specific actions
- Server software operates on a wide variety of operating systems (Windows, Linux/Unix, Mac) using commodity hardware and industry-standard web servers.
- Supports all browsers and platforms with no special setup requirements for the user. Is able to render the LMS experience in most browsers with consistency.

*Cost requirements:*

- The LMS must be compatible with a lower-priced database management system.
- The LMS should allow for rotating Licenses
- The LMS must provide cost-effective licensing options for the anticipated 8,000 users in GVI.
- The LMS cost must include maintenance and Customer Service
- The LMS installation fee must be included in the fee
- The LMS must provide a Strategic Planning Consultant
- The Cost of vendor provided Strategic Planning Consultants should be included in annual cost

## **1.7 Solutions**

We strongly believe the GVI would benefit from Train the Trainer program. But while we get that in place the most effective way to train the 7,800 + employees would be for the government of the Virgin Islands to purchase a Learning Management to enhance its training impact. An LMS would allow

- Centralized Learning
- Tracking and Reporting Features
- Evaluation Capabilities
- Easy Upgrades
- Simplified Learning Process
- Engaging content covering topics like soft skills, leadership, digital tools and more
- Intuitive platform that can be easily used and adopted by employees of all ages and all technical expertise
- Creation of a "culture of learning"
- Valuable analytics around training performance and learner progress
- Ability to connect to other applications at USVI
- Significant reduction in costs around employee development

## **1.8 Deliverables**

With the implementation of a Learning Management System, the U.S. Virgin Islands government would be able to provide effective training to all employees. This will allow the Training Unit to develop more custom training plans for agencies and employees. It will

have a significant reduction in the amount of time being spent on our refresher training courses and allow us to impact a greater number of employees. The learning management system will give users access to online training content not only from within the office but at the convenience of their homes.

November 2015	LMS Research & Requirements gathering from Agency Heads, HR Mgrs. and HR Support Staff
December 2015	Requested participation in Steering Committee by select members
February 5, 2016	First steering committee meeting
March 5, 2016	Continued refining requirements
April 2016	Prioritized Requirements
May 2016	Shared requirements with LMS Steering Committee for approval
June 2016	Send Department of Property & Procurement Justification Letter and Scope of Work Document
July 28, 2016	Steering Committee meeting
November 2016	30-day Advertisement from P&P from July- August 2016
December 2016	RFP Question Period
January 2017	Proposal Packages will be reviewed by Steering Committee
February 2017	Steering Committee will review and select and LMS for GVI

## 1.9 Anticipated Outcomes

With an installation of a learning management system, the U.S.V.I. government would be able to optimize its training methods for all employees. This will reduce the overall cost of training expenses that occur outside of the territory. The LMS will also allow administrators to schedule courses based on the needs of the department or agency and be able to track their progress over time. With the reduction of time being spent on training seminars, the government will be able to be more efficient and productive. This LMS will make employee development easy to track, which will allow managers to know which areas their employees are thriving or struggling in. Collectively the Training Unit and Agency Heads and HR Managers will be able to develop learning plans for each agency.

## 2.0 Constraints

A major constraint will be securing funding for maintenance and customer support. We believe that if every agency shares in the cost of the system, it will not be such a burden on one agency.

## 2.1 Key Personnel / Key Stakeholders

### Project Lead

Madeline Thomas- Collens

### Client - Government of the US Virgin Islands Employees (7,800)

Governor Kenneth E. Mapp

Director Milton Potter

Asst. Director Averil George  
Jesus Caban  
Sharon D. McCollum

**Project support**  
Dianne Bynoe

## **2.2 In scope**

This project will cover the research, selection, installation, training and test and full Roll- Out of a viable LMS for the GVI.

## **2.3 Out of scope**

Training in using a new LMS and the provision of ongoing user support is likely to be accomplished after the LMS is selected.

## **2.4 Project administration, monitoring and reporting**

- The LMS steering Committee has meet once a month since February 2016
- The LMs steering committee will receive a monthly progress reports and request for guidance when needed