



Allegheny County Department of Human Services  
**Request for Qualifications**

**Staff Augmentation Services for  
Information Technology, Data  
Management and Data Analysis**

**RFQ Posting:**

Thursday, December 1, 2022

**Questions Deadline:**

3 p.m. Eastern Time on Friday, January 20, 2023

**Submission Deadline:**

3 p.m. Eastern Time on Wednesday, February 1, 2023

**Estimated Decision/Notification:**

March 2023

Allegheny County Department of Human Services  
One Smithfield Street Pittsburgh, PA 15222

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# Acronyms and Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFQ:

1. Agreement: A contract negotiated between Allegheny County and the Qualified Applicant to provide the Contract Services
2. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
3. Applicant: The individual, non-profit organization, or for-profit organization or business submitting an Application in response to this RFQ
4. Application: A completed Response Form, with specified attachments, submitted in response to this RFQ
5. Bonfire: The County's online procurement software. Applicants must have a Bonfire account to submit a Response to this RFQ
6. Contract Services: The specific services which the Qualified Applicant agrees to provide to the County in response to this RFQ, as more particularly described in the Scope of Services in the Agreement
7. DHS: [Allegheny County] Department of Human Services
8. DHS Bonfire Portal: A Bonfire webpage specific to Allegheny County Department of Human Services where Applicants can view open, past and awarded solicitations
9. IT: Information Technology
10. IT Staff Augmentation Services: The recruitment of IT technical staff to fill an open position at DHS and other Allegheny County departments, on an as-needed basis
11. Qualified Applicant: The Applicants(s) qualified by the County and the Court to provide the Contract Services
12. Response Form: The Word document in which Applicants respond to requested information about this RFQ
13. Time and Material (T&M) Contract: A contract in which a vendor bills for Contracted Services based on an agreed upon hourly rate of labor. Costs may include owned equipment or tools, or predetermined mark ups for procured items or subcontractors
14. RFQ: Request for Qualifications
15. RFQ Opportunity Page: The Bonfire webpage where the RFQ and its supporting documents are listed, and where the RFQ submission documents must be uploaded for a Application to be considered for review

Other terms shall have the meaning or definition as stated in the RFQ.

# The RFQ at a Glance

## *Purpose*

Allegheny County, on behalf of its Department of Human Services (DHS), is seeking Applications from qualified Applicants to provide Staff Augmentation Services for Information Technology (IT), data management and data analysis (henceforth referred to as IT Staff Augmentation Services) in support of DHS's programmatic work. DHS envisions IT Staff Augmentation Services as the recruitment of skilled technical staff in response to open IT positions at DHS and other County departments, such as the Department of Information Technology (DIT). DHS is seeking to create a pool of qualified Applicants from which to fill IT roles, such as application specialist, data analyst, server administrator, project manager and developer.

## *Qualification Details*

The County intends to enter into a three-year Agreement with one or more Successful Applicant(s) to provide IT Staff Augmentation Services on a Time and Material (T&M) Contract. However, there is no guarantee that DHS will select the proposed candidate(s) of any particular Qualified Applicant(s) for DHS staffing needs in the future. The Agreements and DHS's determination that an Applicant is qualified to provide IT Staff Augmentation Services will last for three years, at which time DHS will have the option to extend the Agreement and qualification of an Applicant at its discretion.

## *Who can apply*

Anyone, including but not limited to non-profit organizations, for-profit organizations, small businesses and individuals, is eligible to submit an Application in response to this RFQ. Applicants do not need to have an existing contract with Allegheny County to apply, but they must meet all of Allegheny County's contractual requirements (see Section 7: Contract Requirements for Successful Applicants) and have the programmatic, financial and staffing capabilities to provide the Contracted Services.

The purpose of this RFQ is to increase the pool of vendors to source IT staff. DHS currently has contracts with two vendors for IT Staff Augmentation Services. **Vendors currently contracted with Allegheny County to source IT staff for DHS do not need to submit an Application in order to continue their contract.**

**Applications must be submitted electronically by logging into or creating an account on [Bonfire](#) (See Section 4: How to Submit an Application).**

## *What's important to us*

We are looking for Successful Applicant(s) who:

- Can quickly and easily acquire technical and consulting staff to support initiatives across the entire spectrum of a given information technology stack.
- Can provide a cost-effective source of resources to support DHS and other County IT staffing needs.
- Can collaborate and communicate efficiently with DHS and within a multi-vendor team environment.

***Timeline***

Questions Deadline	Friday, January 20 at 3 p.m. Eastern
Last Website & Q&A Update	Thursday, January 26 at 6 p.m. Eastern
Submission Deadline	Wednesday, February 1 at 3 p.m. Eastern
Estimated Award Decision/Notification	March 2023

***Who we are***

DHS is the largest department of Allegheny County government and provides publicly funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, developmental supports, homelessness and community services.

More information about DHS is available at <http://www.alleghenycounty.us/human-services/index.aspx>

**Section 1: Why DHS is Issuing this RFQ**

DHS maintains a complex and advanced IT ecosystem that serves numerous clients and service providers within the County. DHS has invested significant time and resources into this ecosystem, which tracks clients, claims, providers and data on the services that we provide. Going forward, DHS is seeking to maintain the ecosystem we have built while enhancing the function of current IT solutions and delivering new solutions to unmet business needs. This includes streamlining processes across five program offices within DHS, supporting our vast network of human service provider agencies, and supporting our end users in delivering impactful human services to our clients.

The primary technologies in use at DHS include: Microsoft Azure cloud technologies, .Net technologies, C#, Windows desktop and server, SQL Server, TFS, Microsoft Office 365 including SharePoint, Tableau (for Business Intelligence), Salesforce and Oracle for the database.

DHS’s strategy regarding systems and technology is to: consolidate disparate commercial and internally developed products and platforms onto commercial-off-the-shelf software (COTS) or enterprise solutions; reduce complexity, integration points and ongoing cost; and reduce

customization. This will enhance DHS's ability to calibrate and adapt its technology layer to best support its evolving programmatic and policy goals.

Quality IT Staff is the foundation/backbone of our physical IT infrastructure, software and strategy. Currently, DHS has IT staff that are County employees as well as purchased staff that are contracted from other vendors. Going forward, DHS will be looking for IT staff to work within our infrastructure and software environment and support our technology strategy.

Acquiring skilled IT staff is a shared need across Allegheny County governmental departments. DHS, on behalf of Allegheny County, is issuing this RFQ for IT Staff Augmentation Services to address this Countywide need.

## **Section 2: What DHS is Looking For**

This RFQ aims to create a pool of Successful Applicants from which DHS (and other County departments) can quickly and easily acquire consulting staff to support DHS initiatives across the entire spectrum of its information technology stack. DHS is especially interested in Applicants who have organizational experience providing IT Staff Augmentation Services to human services agencies and/or other public sector clients.

Currently, DHS anticipates an immediate and ongoing need to fill roles such as IT analyst, data analyst and system administrator. However, in the future, DHS expects to need a wider range of IT roles such as technical developer, project manager, report writer, technical writer, quality assurance analyst and other technology related roles. IT roles may be full-time or part-time.

When a technical position opens, DHS envisions sharing the job description, required skill sets and salary range with the pool of Successful Applicants. Successful Applicants must screen or vet possible candidates for the position, then offer DHS quality candidates that fall within the salary range and desired experience and skillsets. After an interview process and based on the quality of the candidates and the salary range, DHS will inform the Successful Applicants which candidate(s) they would like to select. The Successful Applicant must complete background checks on all staff chosen and identified before placement.

Successful Applicants must detail their administrative charges for the staff placed. DHS reserves the right to negotiate lower or different fee structures during the contract and negotiation process with any firms recommended for the contract award as part of the evaluation process.

DHS reserves the right to end any specific job hire at any time with or without cause. If replacement candidates are needed, DHS may obtain them via the Successful Applicant who originally filled the vacancy or another IT Staff Augmentation Services vendor at DHS's sole discretion.

## Section 3: Application Requirements and Evaluation Criteria

DHS will evaluate Applications based upon the awarding of points by using the evaluation criteria listed below. Applicants must address their qualifications in their Application by responding to the requested items or questions in the Response Form. Applicants should download and type their responses directly into the Response Form available on the Active Solicitations webpage at [www.allegHENYcounty.us/dhs/solicitations](http://www.allegHENYcounty.us/dhs/solicitations). The maximum score that an Application can receive is 95 points, as outlined in the following sections.

### *Organizational Experience (45 points possible)*

- Organizational experience providing IT Staff Augmentation Services to human services agencies and/or other public sector clients, including any state or federal government awards (20 points)
- Process used to screen or vet potential candidates for a technical staff vacancy (15 points)
- Experience ensuring quality, stable placement of individuals who can collaborate and communicate efficiently in a multi-vendor team environment (10 points)

### *Sample Candidates (30 points possible)*

- Quality of sample résumés selected (2 per position) and description of what led you to select the candidate, for each of the following positions:
  - Application Specialist (10 points)
  - Analyst III (10 points)
  - IT Server Engineer (10 points)

### *Budget (20 points possible)*

- Proposed fee pricing and structure for IT Staff Augmentation Services (10 points)
- Competitiveness of the billable rate per hour in the sample rate card (10 points)

## Section 4: How to Submit an Application

### 4.1 Submit an Application

- a. Applicants should take time to review and understand the RFQ in its entirety including:
  - The background (see Section 1: Why We Are Issuing this RFQ)
  - The narrative (see Section 2: What We Are Looking For)
  - The requirements (see Section 3: Application Requirements and Evaluation Criteria)
  - The evaluation process (see Section 5: How We Will Evaluate Your Application)

- b. Applicants must use the Response Form to develop their Application. Type your response to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFQ announcement at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations) and on the DHS Bonfire Portal at <https://alleghenycountydhs.bonfirehub.com>.
- c. Applicants must submit a complete Application. The Application includes the following attachments that are available on our Active Solicitations website:
  - Response Form
  - Partner commitment letters, if applicable
  - Sample Candidate Resumes: Application Specialist (2)
  - Sample Candidate Resumes: Analyst III (2)
  - Sample Candidate Resumes: IT Server Engineer (2)
  - Minority, Women or Disadvantaged Business Enterprise (MWDBE) and Veteran Owned Small Business (VOSB) documents (see sections 7.1 and 7.2)
  - W-9
- d. Applicants should not submit any attachments other than those listed either above or in the Response Form.
- e. Make sure to complete each section of the Response Form and to stay within page limits specified in the Response Form.
- f. **Applications must be submitted electronically by logging into or creating an account on Bonfire at <https://alleghenycountydhs.bonfirehub.com> and uploading the required submission documents to the appropriate RFQ Opportunity Page no later than 3:00 p.m. Eastern Time on Wednesday, February 1, 2023, to be considered for review. If you are having trouble making an account or uploading your documents, please contact Bonfire Support. You can also reach out to the DHS Procurement Team at [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us) or (412) 350-6352.**
- g. All Applications must be submitted before the deadline! Once the deadline has passed, the RFQ Opportunity Page will no longer accept Applications. If an Application is late, it will be rejected and will not be presented to the Evaluation Committee (as described in Section 5 below) for review and scoring.
- h. Applicants will receive an email acknowledging receipt of their Application. If an Applicant does not receive this notification within 48 hours of submitting their Application, please contact: [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us).

#### 4.3 New Provider Requirements

Any Successful Applicant(s) who does not have a current Allegheny County DHS contract must submit the DHS New Provider Application and its supporting documents upon Notice of Intent to Award. Applicants are not required to submit this documentation with their Application.

- a. The DHS New Provider Application is available at our Active Solicitations website under the “Required documents” bar at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- b. The DHS New Provider Application asks for audited financial reports for the last three years. If an Applicant does not have audited financial reports for the last three years, then the Applicant may submit other financial documentation that attest to the Applicant’s financial health of your organization. Tax returns are the preferred alternative. Please



note that providing adequate financial documentation is a requirement of contracting through Allegheny County.

#### 4.4 How to Contact DHS about this RFQ and RFQ Communications

- a. If you have any questions about this RFQ, please email us at [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us), or use the Vendor Discussion feature through the DHS Bonfire Portal at <https://alleghenycountydhs.bonfirehub.com> on the RFQ Opportunity Page.
  - a. All content-related questions must be submitted by the Questions Deadline at 3 p.m. Eastern Time on Friday, January 20, 2023.
  - b. You may submit technical or logistical questions at any time, even after the Questions Deadline.
- b. All information about the RFQ, including answers to all content-related questions and any changes or amendments, will be posted on our Active Solicitations website at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations) and on the Bonfire RFQ Opportunity Page. Through Bonfire, once you have created an account and indicated you are interested in this RFQ, you will receive automatic email updates when any questions, changes or amendments are made.
  - a. Please check our website and the DHS Bonfire Portal regularly for answers to questions, additional information and changes to the RFQ or the RFQ process.
  - b. The website will be updated only on Thursdays, with any new information visible after 6 p.m.
  - c. The last Q&A and website update for this RFQ will be on Thursday, January 26, 2023, at 6 p.m. We will make every effort not to post any new information after this time; however, we reserve the right to post new information in emergency circumstances.

#### 4.5 Other Information

- a. **The issuance of this RFQ does not obligate the County to qualify or enter into an Agreement with any Applicant or select any proposed candidate of a Successful Applicant(s). The County reserves the right to reject any and all Applications and not enter into an Agreement for the Contract Services, and any and all proposed candidate from a Successful Applicant(s).**
- b. Any Agreement originating from this RFQ is subject to all the Terms and Conditions specified in Section 6: Contract Requirements for Successful Applicants.
- c. Applicants are responsible for all costs related to the preparation and submission of an Application.
- d. Applications become the property of the County and may become part of any subsequent Agreement between the Applicant and the County.
- e. Successful Application(s) will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Applicant(s).

#### 4.6 Pennsylvania's Right-to-Know Law

Applicants should be aware that all documents and materials submitted in response to this RFQ may be subject to requests for access to public records made pursuant to Pennsylvania’s Right-To-Know Law (RTKL). Under the RTKL, records in the possession of a public agency like the County are presumed to be public records and the County may have to make documents and materials submitted by the Applicant available to a requestor after an award of an Agreement is made.

If the Applicant includes any information within its Application that the Applicant asserts is either a “trade secret” or “confidential proprietary information,” as those terms are defined under the RTKL, the Applicant must include with its Application a written statement signed by an authorized representative of the Applicant identifying those portions or parts of its Application that the Applicant believes constitute a “trade secret” or “confidential proprietary information” and provide contact information to enable DHS to contact the Applicant in the event that the County receives a Right-To-Know request for the Application. The Applicant shall have five (5) business days from date of receipt of any notification from the County to provide a written statement signed by an authorized representative of the Applicant explaining why the Application or any portion thereof is exempt from disclosure as a trade secret, confidential proprietary information or other legal reason. The County shall consider this statement in either granting or denying a request for public access to the Application or any portion thereof. The County will notify the Applicant of its decision whether to grant or deny the request either in whole or in part.

## **Section 5: How DHS Will Evaluate Your Application**

DHS will convene an Evaluation Committee to evaluate Applications. The Evaluation Committee will assign scores to each Application by awarding points based on the evaluation criteria in Section 3: Application Requirements and Evaluation Criteria, by using the point scale listed in Section 5.1 b.

### **5.1 Evaluation of Applications**

The evaluation process will consist of the following steps:

- a. DHS will form an Evaluation Committee. The Evaluation Committee will be comprised of evaluators with expertise in the subject matter of this RFQ and may include: community members with lived experience, external subject matter experts or provider representative(s), representative(s) from key partners or funders, and DHS internal staff.
- b. All Evaluation Committee members will individually review and score each Application. Each Evaluation Committee member will award points for each response on an Applicant’s Response Form utilizing their personal expertise and best judgment of how the Application submitted by that Applicant meets the evaluation criteria in Section 3 using the following scale:
  - 0 – Not addressed in Application
  - 1 – Poor
  - 2 – Below expectations

- 3 – Meets expectations
- 4 – Exceeds expectations
- 5 – Outstanding

- c. Each 0-5 score will be multiplied by the appropriate weight for the number of possible points noted after each evaluation criterion in Section 3. For example, for a criterion worth 15 points, the 0-5 score would be multiplied by three. An “Outstanding” response would receive 15 points, while one that “Meets Expectations” would receive nine points.
- d. DHS will tally the average scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the average scores, and arrive at a consensus on which Applicant(s) can best provide the Contract Services in response to the RFQ. The Committee will have the discretion to proceed as follows: (i) to recommend to the Director of DHS that a reduced number of Applications be shortlisted for more extensive review through a formal oral presentation to the Committee; or (ii) to recommend to the Director of DHS which Applicants to qualify.
- e. As described in d(i), above, DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Applications for more extensive review. In this case, DHS may request that shortlisted Applicants make a formal oral presentation to the Evaluation Committee. Each Committee member will individually score the oral presentation of the shortlisted Applicants using the following criteria and the scale outlined in 5.1b. The maximum score that a shortlisted Applicant’s oral presentation can receive is 15 points:
  - Presentation demonstrates Applicant’s ability to implement the Contract Services effectively (5 points)
  - Applicant’s answers to Evaluation Committee’s questions demonstrate clear understanding of the need/issue (5 points)
  - Applicant’s presentation is thoughtful and professional (5 points)
- f. DHS will tally the average scores of the members of the Evaluation Committee to the shortlisted Applicant formal oral presentations and report a list of average scores to the entire Committee. The Committee will meet, consider the scores, and arrive at a consensus on which Applicant(s) can best provide the Contract Services in response to the RFQ.
- g. The Committee will submit its recommendation for qualification to the Director of DHS for approval.
- h. At any time during the evaluation process, DHS may contact an Applicant to discuss any areas of the Application needing clarification or further explanation.
- i. At any time during the evaluation process, DHS may contact an Applicant’s references.
- j. As part of determining Applicants’ eligibility to enter into a contract with Allegheny County, all Applicants’ financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure Applicants’ financial stability.
- k. **The County is under no obligation to award or enter into an Agreement with an Applicant as a result of this RFQ. The County reserves the right to reject any and all Applications.**
- l. All Applicants will be notified of the County’s final decision of which Applicant(s) will be qualified.

- m. Applicants that are not qualified but who are interested in receiving feedback regarding their submission may request a phone call at [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us).

## **5.2 Other Requirements**

For an Application to be eligible for evaluation, it must be:

- a. Received by the due date/time.
- b. Properly formatted and include responses to all requested information.
- c. Complete with all required forms and attachments.

Applications which do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

## **Section 6: What Happens after an Applicant is Qualified**

Qualified Applicants will enter into a three-year T&M Contract Agreement to provide IT Staff Augmentation Services. Qualification of an Applicant is not a guarantee of future selection of any candidate(s) the Qualified Applicant may propose. Proposed candidates may or may not be selected for hiring. After qualification, DHS may select Qualified Applicants on an as-needed basis depending upon the circumstances and DHS's determination of its needs. DHS may use a sole source process to select a Qualified Applicant for a hiring need when appropriate or may issue a Task Order that requests resumes and bids from all Qualified Applicants.

## **Section 7: Contract Requirements for Qualified Applicants**

In order to enter into an Agreement with the County, Applicants must comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the [DHS Contract Specifications Manual](#), available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).

### **7.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements**

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Business Enterprises and expects that Qualified Applicants will make a "good faith effort" in assisting the County in meeting these goals.

- a. All Applications must include a completed Allegheny County DHS Combined MWDBE Form and supporting documents. The Allegheny County DHS Combined MWDBE Form should be completed as follows:
  - All Applicants must complete Section 1 – Contact Information and attach their MWDBE Diversity Plan (see Section 4 – Sample Diversity Policy).
  - If the Applicant is able to meet the MWDBE contract goals, the Applicant should complete Section 2 – MWDBE Participation Statement. Applicants also must attach the MWDBE certifications of the firms cited in the Participation Statement.
  - If the Applicant would like to request a waiver from participating in the MWDBE contract goals, the Applicant should complete Section 2 – MWDBE Participation Statement and Section 3 – MWDBE Participation Waiver Request Form.
- b. MWDBE forms and resources can be found at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations):
  - [Allegheny County DHS Combined MWDBE Form](#)
  - MWDBE Resources
    - [MWDBE Contract Specifications Manual](#)
    - [MWDBE Guide for DHS Proposers](#)
- c. For more information about MWDBEs, visit the [Allegheny County Department of Equity and Inclusion website](#).

## 7.2 Veteran Owned Small Business (VOSB) Requirement

Allegheny County also has a goal of 5% participation for veteran-owned small businesses (VOSB) in all contracts. The County, therefore, expects that Qualified Applicants will make a “good faith effort” in assisting the County in meeting this goal.

- a. A veteran-owned small business is defined by the County as a business having 100 or fewer full-time employees and not less than 51% of which is owned by one or more veterans, or in the case of any publicly owned business, not less than 51% of the stock of which is owned by one or more veterans, and the management and daily business operations of which are controlled by one or more veterans. The VOSB vendor **MUST** provide proof of veteran ownership including percentage and name and address of business.
  - For contracts under \$100,000, VOSB vendors shall be exempt from all bonding requirements.
- b. All Applications must include either of the following:
  - If the Applicant can meet the VOSB contract goal, a completed VOSB Participation Statement is required. You must also attach a copy of the VOSB vendor(s) DD 214 discharge form(s) that you intend to use with the Participation Statement.
  - If the Applicant requests a waiver from participating in the VOSB contract goal, a completed VOSB Participation Statement and VOSB Waiver Request are required.
- c. VOSB forms can be found at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations):
  - [VOSB Participation Statement](#)
  - [VOSB Waiver Request](#)

### **7.3 HIPAA Compliance**

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Qualified Applicant must comply with all HIPAA requirements.

### **7.4 Cyber Security**

- a. Qualified Applicants must meet the minimum computer specifications that begin on page 14 of the [DHS Contract Specifications Manual](#), available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Qualified Applicants also must have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

### **7.5 Equal Employment Opportunity and Non-Discrimination Requirements**

By submitting an Application, an Applicant agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

### **7.6 Language Diversity Requirements**

Successful Applicant(s) must assure resources are secured and/or made available for participants/consumers/clients with limited English proficiency or other communication barriers. Such actions shall include but not be limited to assessing the need for interpreters, evaluating the need for alternate language materials, identifying internal and external resources to meet identified needs, and accessing services contracted by DHS through their assigned contract monitor(s).

# Appendix A: Sample Job Descriptions

## Job Description: Application Specialist

### Summary

The DHS Applications Specialist works within the Department of Human Services (DHS), Office of Analytics, Technology and Planning (ATP). The Specialist is responsible for assisting with the integration of program operations and information system requirements and design. Incumbent also works on the evaluation and continuing development and evolution of various programmatic applications that have been built for DHS. The Specialist serves as a liaison with DHS program and support offices, as well as DHS provider agencies as applicable.

### Essential Duties and Responsibilities

- Brings their understanding of programmatic operational needs to the table to assist program staff with visioning how to collect and report operational information in an information system.
- Assists with the development, evaluation and recommendation of various departments' programs and best practices.
- Becomes proficient in DHS Applications as appropriate and has the ability to enhance adherence to principles, policies and procedures.
- Attends relevant trainings to support knowledge of various program practices and business processes.
- Serves as a mentor for staff, including contracted providers, in the use of applications for programmatic, contracting and fiscal processes.
- Becomes a certified trainer for applications and recommends, facilitates and/or assists with necessary trainings for the IT system and for business processes, policies and practices.
- Drafts job aids that address programmatic business process needs and IT functionality for training and education purposes.
- Provides technical assistance, education and training by answering questions/inquiries about IT needs; researches answers when necessary.
- Participates in quality assurance to ensure end user understanding and use of applications and how data from the system can be used to enhance programmatic practice.
- Prepares summaries with recommendations or IT system improvements, changes and/or to resolve problems; assesses system usage.

- Establishes and maintains effective working relationships with providers and other related stakeholders.
- Participates in the development and design of any change request needs for applications, if appropriate.
- Learns new program areas and their related applications within DHS, as needed or requested.

### **Supervisory Responsibilities**

This job has no supervisory responsibilities.

### **Additional Responsibilities**

From time to time the employee will be required to perform additional tasks and duties as required by the employer.

### **Knowledge, Skills and Abilities**

- Background in human services programs and supports as a direct/front line worker or from an administrative angle.
- Ability to learn how to use custom built information systems.
- Capacity to comprehend the architecture of a complex information system and to translate its use and implications to end users.
- Very strong written and verbal communication/interpersonal skills to be used to train others and to advocate for system needs with the software designer.
- Judgment to manage multiple projects with numerous elements, while continuously setting priorities.
- Ability to work on a team; highly skilled in communications and team development.
- Ability to assess and comprehend the needs of staff by working with subject matter experts to develop effective curriculum and assure staff competency and to implement programs that fit the organization's goals and objectives.
- Must be self-directive and able to operate independently to achieve program objectives.

### **Education/Experience Requirements**

Master's degree in a related field, plus 2 years previous experience working in human service programs, including but not limited to child welfare, mental health, substance abuse, community services, homeless programs, disability programs and aging programs.

**-OR-**

Bachelor's degree in a related field, plus 3 years previous experience working in human service programs, including but not limited to child welfare, mental health, substance abuse, community services, homeless programs, disability programs and aging programs.

**-OR-**

Any equivalent combination of education and experience which meets the required knowledge, skills and abilities.



## **Certificates, Licenses, Registrations**

Act 33 and 34 clearances.

## **Job Description: Analyst III**

### **Summary**

The Analyst III performs individually and as a team member in conducting quality and outcome analysis to unify and coordinate quality service provision across one or more program offices of the Allegheny County Department of Human Services (DHS) and may also conduct research and analysis related to other program areas with which DHS interacts (e.g., public education, health, criminal justice). DHS's program offices include Behavioral Health, Intellectual Disability, Area Agency on Aging, Community Services and Children, Youth and Families.

The Analyst III receives administrative and technical supervision from the Supervising Analyst in the Office of Analytics, Technology and Planning (ATP) and is indirectly supervised (employment practices) by a Great Lakes Behavioral Research Institute liaison.

### **Essential Duties and Responsibilities**

- Processes and analyzes quantitative and qualitative data to support the daily operational data needs of DHS; a focus on client service data and quick turnaround response to requests from DHS staff/administration and outside entities is a large part of the job. While the Analyst is not required to be an expert in all statistical tests and methods, incumbent is expected to recognize his/her particular expertise in data analysis and to seek other expert opinions whenever appropriate.
- Develops an understanding of DHS's services and systems, in order to promote the effective use of data for decision-making.
- Shares knowledge and findings through effective verbal and written presentations to internal and to external stakeholders. Writes detailed research reports describing the methodology, findings and recommendations of completed studies.
- Assists in the development and design of research studies to evaluate human service programs administered by DHS. Studies may focus upon particular programs, cross-system service utilization or particular consumer groups or service needs. This work may include data collection, cleaning and analysis; performing literature reviews; finding and obtaining secondary data sources; and gathering input from contracted providers, consumers and DHS staff on appropriate standards by which to measure service delivery.
- Assists in the ongoing design, development and enhancement of DHS information systems. As an end-user of these systems, the Analyst provides guidance on the optimal data structure and system requirements to ensure that the data stored and retrieved from

the system meet the research and operational needs of DHS. May also include working closely with colleagues to identify and solve data-related problems.

- Creates dashboards and data visualizations using Tableau software.
- Supports the development and implementation of quality improvement strategies for DHS.

## **Knowledge, Skills and Abilities**

### **Analytics**

- Analyst III identifies problems and chooses best analytic approach to solve a problem, utilizing multiple approaches as needed.
- Analyst III can extract their own data or conduct primary data collection independently except for rare instances.
- Analyst III is an expert in current data infrastructures and resources.
- Supervisor reviews all work, but minimal feedback typically is needed. Analyst III has advanced skills in visualizing and presenting data and designing data collection tools and can be fully trusted in presenting independently to senior staff.

### **Communications and Consulting**

- Analyst III requires only rare data lead support in meetings with non-ATP stakeholders.
- Analyst III has a strong understanding of program domain and consults regularly with program independent of data lead; regularly serves as a mentor and/or resource to other analysts.

### **Project Management**

- Analyst III defines relevant research agenda and coordinates with data lead for planning, relevance to program, etc.
- Analyst III can effectively manage more complex projects involving several stakeholders.
- Analyst III requires only occasional support from data lead in identifying stakeholder and resources.

## **Supervisory Responsibilities**

This job has no supervisory responsibilities.

## **Additional Responsibilities**

From time to time the employee will be required to perform additional tasks and duties as required by the employer



## **Job Description: IT Server Engineer**

### **Summary**

The IT Server Engineer, Department of Human Services (DHS Office of Analytics, Technology and Planning (ATP)), installs, supports and maintains servers, coordinates enterprise storage usage, manages enterprise backups, manages network printing services and is responsible for various computer infrastructure projects as assigned across DHS. The incumbent provides high level technical support to DHS/ATP Technicians and Service Desk staff, as well as other DHS staff. Local and distant travel as required.

### **Essential Duties and Responsibilities**

- Installs, supports and maintains physical and virtual server (VMWare) environments.
- Maintains DHS Active Directory (AD) structure.
- Creates new AD user accounts and (DNS) Domain Name System entries for servers and applications.
- Manages Active Directory (AD) resources like security groups and group policies.
- Decommission and delete inactive Active Directory objects.
- Maintains Enterprise backups, backup schedules and complies with retention policies for all DHS data.
- Monitors backup schedules and retention periods to allow time period restoration of critical data.
- Performs enterprise data and server recovery as required
- Manages Storage Area Network (SAN) for DHS
- Maintains disc usage and health of enterprise storage arrays.
- Allocates additional SAN drive space as required.
- Maintains DHS shared network printers and ensures they are available for use and installed via group policy in compliance with DHS and the Allegheny County Division of Computer Services.
- Updates printer drivers to correct security vulnerabilities and accommodate for operating system upgrades, as needed.
- Maintains the security and availability of enterprise data and network resources such as servers, printers, and file shares throughout DHS.
- Monitors Systems Center Operations Manager (SCOM) which allows a response to alerts for issues with DHS servers and applications.
- Works on Service Desk tickets relating to servers, networked printers and user data, including unresponsive servers, network latency, off-line networked printers or data recovery requests.
- Provides high level of support to other DHS/ATP Technicians and DHS Service Desk Staff.
- Researches, tests and troubleshoots new technology to increase production and reduce costs.
- Maintains updated documentation related to servers and network equipment within DHS.
- Implements security flow patches and software/application updates, on a monthly basis.

- Provides off-hours coverage as needed when assigned by the DHS Supervisor.
- Performs special projects related to the above duties, as needed, or requested by the DHS Supervisor.

### **Supervisory Responsibilities**

This job has no supervisory responsibilities.

### **Additional Responsibilities**

From time to time the employee will be required to perform additional tasks and duties as required by the employer.

### **Knowledge, Skills and Abilities**

- Ability to manage an enterprise scale network that includes LANs, WANs, SANs, VPNs, and virtualization.
- Ability to install and maintain Servers, Personal Computers, Routers, Hubs, Switches, Ethernet cables and other peripherals.
- Knowledge of current Active Directory and Windows Domain security administration.
- Knowledge of TCP/IP supporting networked devices including Servers, Switches Desktops, Mobile Devices and Printers.
- Knowledge of current Information Security concepts and ability to apply concepts.
- Knowledge of current Enterprise Data backup and recovery practices and ability to use this knowledge as an Administrator of Enterprise Backup services.

### **Education/Experience Requirements**

Bachelor's degree, with a technical major, such as engineering or computer science, plus three years of information technology experience in Windows Server Active Directory Administration, Networking or Windows Server support services.

**-OR-**

Associates Degree in an Information Technology field, plus five years of Information Technology experience in Windows Server Active Directory Administration, Networking or Windows Server support services.

**-OR-**

Any equivalent combination of education and experience which provides the required knowledge, skills and abilities.

### **Certificates, Licenses, Registrations**

Act 33 and 34 clearances.

**-AND-**

Valid driver's license and access to a reliable vehicle.