



Request for Proposal

FOR SERVICES RELATED TO EXAMINATION DEVELOPMENT AND DELIVERY FOR THE
ICE-CCP® CERTIFICATION PROGRAM

Issued May 7, 2026

Basic Information

I.C.E. is a nonprofit, tax-exempt 501(c)(3) membership association for credentialing organizations. I.C.E. serves as a clearinghouse for information on the latest trends and issues of concern to practitioners and organizations focused on certification, licensure, and human resource development.

This Request for Proposal (RFP) is for provision of exam development and delivery services for the I.C.E. Certified Credentialing Professional® (ICE-CCP®) program beginning in 2027.

A. Purpose

The purpose of this RFP is to solicit confidential proposals (shared only with select members of the I.C.E. Certification Services Council– roster enclosed) for various components of the examination process. This RFP is intended to provide bidders with an appropriate understanding of the goals and requirements for these activities. Since this document cannot be comprehensive in all respects, bidders are encouraged to submit creative proposals that address these needs and may respond to the proposal with parameters not specifically requested.

B. Schedule

RFP Issued	May 7, 2026
Indication of Interest in Participation	May 14, 2026
Deadline for Questions	May 21, 2026
Responses to Interested Participants	May 25, 2026
Proposals Due	June 8, 2026
Finalist Selection	Week of July 6, 2026

C. Contract Length

The service contract will be designated for a period of not more than three (3) years, depending upon the agreed-upon services, with a termination date of December 31, 2029, unless otherwise agreed upon or renewed.

D. Information Required in Proposal

Describe the methods and procedures that you will use to provide the required services described in the section, J. Scope of Services. Your description should address each area set forth in this section.

Describe the cost for each deliverable. Please differentiate variable costs (such as those impacted by candidate volume) from those that are fixed.

Provide an itemized list of all additional costs for any add-on costs that are not part of the basic proposed project cost.

Provide a description and history of the company, which should include the years of operation and information on the background, experience, and credential(s) of the specific individual(s) that will be assigned to the project.

The use of subcontractors will not adversely impact a vendor's proposal, but please outline any subcontractor relationships the vendor will engage in to fulfill the service required.

Describe your Company's experience with certification development projects, including any experience with certification and/or accreditation clients.

Please provide a list of three references who will speak about your company's services within the past five years. Provide name, address, phone number, and email address.

Provide the name of the person at your company to contact should I.C.E. have any questions about items in the submitted proposal response.

Please disclose any current or recent relationships that may present a real or perceived conflict of interest, including work with I.C.E. partners, competitors, test development vendors, or exam preparation providers.

E. Proposal Preparation

All proposals should follow the outline below:

Section 1

- About (your company)
- Mission, philosophy, and culture
- Company Information (including years of operation)
- Areas of expertise relevant to this project.

Section 2

- Project Plan: Please provide a project plan, including timelines, outlines, and deliverables, including a transition plan from the current vendor(s) to your Company, if applicable.
- Staff assigned to the project
- Costs and payment schedule
- References

F. Submission Instructions

1. Submit the proposal electronically to Linda Anguish, I.C.E. Director of Certification Services, at linda.anguish@credentialingexcellence.org.
2. If you have examples of any publications or other work products you would like to share with the committee that cannot be shared electronically, send to:

Denise Roosendaal
Executive Director
Institute for Credentialing Excellence
2001 K Street, NW
3rd Floor North
Washington, D.C.20006
3. Proposals must be signed and dated by an authorized principal.

Questions regarding the proposal and RFP process may be submitted electronically to Linda Anguish at linda.anguish@credentialingexcellence.org.

G. Terms Applicable to the Proposal

1. This RFP is not an offer to contract.
2. I.C.E. reserves the right to accept or reject any proposal.
3. The bidding company assumes all costs in the preparation of the proposal and any potential costs associated with the interview process.
4. Proposals are required to be valid for a minimum of six months (180 days) after the date of submission.
5. I.C.E. agrees to keep your proposal and the fees confidential.
6. The bidding company agrees to keep the information about I.C.E. shared in the RFP confidential. A Non-Disclosure Agreement (NDA) will be required at the time of contract award.

H. List of Appended Materials

The following key documents, which may be of assistance in preparing your proposal, are appended to this RFP:

- ICE-CCP Examination Content Outline
- List of Current Partners
- List of Current Certification Services Council Members

I. Brief History of I.C.E. and the ICE-CCP

Established in 1977, the Institute for Credentialing Excellence (I.C.E.) is a nonprofit [501(c)(3)] corporation, the leader in setting quality standards for credentialing organizations. Through its Annual Conference (of approximately 900 attendees), webinars, and publications, I.C.E. serves its membership as a clearinghouse for information on the latest trends and issues of concern to practitioners and organizations focused on certification, licensure, and human resource development. As an organization, I.C.E. has broadened the public's understanding of credentialing and promoted the interests of the profession. Providing forums for ongoing education and information sharing among its members, I.C.E. believes these activities build a common purpose among its members, establishing a network of support that makes them more knowledgeable professionals. The National Commission for Certifying Agencies (NCCA) provides third-party accreditation for personnel certification programs if deemed qualified. Key to I.C.E.'s success has been the number of credentialing bodies seeking accreditation from I.C.E.'s Accreditation Services components, NCCA and ACAP (Assessment-based Certificate Accreditation Program).

NCCA Commissioners and ACAP Council members evaluate those programs that apply against *NCCA's Standards for the Accreditation of Certification Programs* and the *ICE 1100 Standard for Assessment-based Certificate Programs* (an American National Standard). Those programs that comply with the objective and nationally recognized standards earn accreditation for a period of five years. NCCA- and ACAP-accredited programs must remain in compliance throughout the accreditation period, as evidenced by filing Annual Reports. The I.C.E. Certification Services Council may decide to pursue accreditation for the ICE-CCP during the period of this contract. Experience in providing technical assistance to accredited programs is preferred.

I.C.E.'s membership currently consists of more than 400 organizational, sustaining, affiliate, and individual members. More than 3,800 individuals are represented within these membership categories. Over 300 certification programs administered by 125 I.C.E. member organizations have attained NCCA accreditation. The successful bidder(s) will gain increased exposure to this audience, many of whom represent the target audience for the ICE-CCP.

Please visit I.C.E.'s website at www.credentialingexcellence.org for more information.

I.C.E. is currently managed by a management organization. Currently, I.C.E.'s staff consists of an Executive Director reporting to the Board of Directors and approximately six additional full-time or part-time employees: Associate Executive Director, Director of Certification Services, Manager of Accreditation Services, Member/Marketing Senior Associate, Education Coordinator, Accreditation Coordinator and Operations and Accreditation Associate. In addition to this membership and operations team, other members of the management staff are available for consultation and support regarding such things as

convention/meeting planning, educational program services, web development, financial management, government relations, and human resource services.

I.C.E.'s Mission/Vision

Mission: Lead through accreditation, advocacy, education, innovation, research, and standards to enhance the value of credentialing organizations.

Vision: Excellence in credentialing provides a safe, effective, and ethical workforce.

ICE-CCP

Development work for the ICE-CCP began in 2020. Through the generosity and cooperation of multiple Industry Partners, the foundation of the program was established with the contributions of more than 50 volunteer Subject Matter Experts. A beta exam was conducted in October-November 2021. Approximately 150 candidates participated in the beta exam, which consisted of 200 multiple-choice items administered via Live Remote Proctoring. Since that time, the number of certified individuals has grown to more than 330.

I.C.E. anticipates continuing to offer the ICE-CCP through two 10-day annual testing periods, currently May and November, until volumes dictate otherwise. Approximately 40-45 eligible individuals have applied to take the ICE-CCP exam in the most recent application windows. While the audience for the certification is somewhat specialized, I.C.E. believes there is growth potential and welcomes the successful bidder's ideas. In their responses to I.C.E.'s post-exam survey, the majority of ICE-CCPs indicate they have 6-10 years of experience in the credentialing field and identify their roles as either Manager or Director. The successful bidder will gain direct exposure of their services to this highly relevant audience.

J. Scope of Services

I.C.E. is seeking a company that can provide certification development and delivery services as outlined. A contract outlining the services, deadlines, and agreed-upon costs will be drafted.

The I.C.E. Certified Credentialing Professional program (ICE-CCP) has the following components in place:

- Job Analysis, facilitated by PSI, completed in March 2021. A new job analysis is planned to be conducted in 2026-2027.
- An item bank of approximately 400 field tested items, developed under the direction of Yardstick/Meazure Learning, currently stored in the Meazure system.
- Technical reports for the calendar years 2022 (beta exam) through

- 2025, performed by Measure Learning
- The original Standard-Setting Study conducted under the direction of Scantron and subsequent reports of the equating process.

I.C.E. is seeking a partner to assume ongoing examination activities, including:

Item Bank Development and Maintenance

- Provide use of secure item writing and banking software to collect items and house item bank. Import existing items from current vendor's system, if applicable.
- The software should have the ability to store items in a variety of formats such as multiple choice, multiple correct response, drag and drop, hotspot, short answer, and multimedia supplemental materials such as graphics/video exhibits.
- The software should include fields for item analysis statistics (p-value, discrimination), dates, item history, associated metadata such as status, comments, content classification, cognitive level, references, item author, keywords, operational or pretest status, and marking items as "enemies." The ability to report these statistics over multiple administrations is preferred.
- Lead identified SMEs in conducting item writing/editing workshop(s) and provide ongoing leadership to develop enough items for future administrations. I.C.E. is open to live or virtual meetings.
- Maintain item bank for ongoing administration.

Examination Assembly

One new exam form will be created annually and used for two 10-day administrations (in a scrambled format) until volumes dictate otherwise. New pre-test items will need to be selected and added the second time the exam is administered. Forms will need to be equated to the base form until a new standard-setting study is conducted (anticipated late 2027 or early 2028).

- Assemble examination forms, based on test specifications, and lead the reviews by SMEs on the Examination Committee for ongoing administration of the program.
- Prepare final examination form(s) and coordinate QA of form(s) by I.C.E.

Note: Please include separate pricing if a second form is determined to be necessary during the term of this contract and/or the testing windows need to be extended. Please include separate pricing for conducting standard-setting study.

Exam Administration

- Manage candidate scheduling process for examinations, based on eligibility files provided by I.C.E.
- Verify each candidate's identity and administer forms in CBT format over a limited period. I.C.E. currently delivers exams in two formats (test center, live remote proctoring) with approximately half of the eligible candidates choosing each option and would prefer to continue to offer that choice. If a Company administers its exams through a partnership arrangement, please provide full details on delivery partner and integration processes. Please describe the capabilities of the test driver to be utilized in terms of security and functionality.
- Conduct and report data analysis on results of each administration.

Scoring, Reporting, Statistical Analysis

- Based on Certification Services Council-approved passing score, score all examinations taken during two regular test administrations annually and report scores to I.C.E. in template format (includes descriptive subscores).
- Prepare full annual report of the test administrations, including item analysis and full examination psychometrics.
- Maintain full item analysis in item banking software.

K. Evaluation of Proposals

A preliminary review of all proposals will be conducted by I.C.E. Management with input from select members of the Certification Services Council charged with this project. Evaluation will be based on the bidder's capability to provide the information required in Sections D and E, according to the specifications outlined in Section F, the Terms noted in Section G, and the Scope of Services detailed in Section I. Among other considerations, the evaluation will address:

1. Qualifications of the individual(s) to be identified as the project lead(s)
2. Experience in the specific components identified and in providing similar services to other client organizations.
3. Company resources (e.g., depth of expertise in the areas outlined in this RFP)
4. Suitability of services rendered by provider to ensure continuity and security of the development process.
5. References offered by other organizations using your services.
6. Interviews with submitting firms may be requested if needed.

7. Overall price for services and anticipated I.C.E. staff support required for project.
8. I.C.E. Membership status. Membership is not required of the successful bidder but may be viewed as a differentiator.

Evaluation will consider qualifications, relevant experience, proposed methodologies, cost, and ability to meet project requirements and timelines.

Examination Specifications

Name of Credential	Certified Credentialing Professional
Name of Certifying Body	Institute for Credentialing Excellence
Designation Awarded	ICE-CCP
Target Population	Credentialing professionals working in the domains of governance, operations, and/or assessment development
Level of Proficiency	Body-of-Knowledge (not specific to a given job role)
Scoring Method	Objectively Scored; Number Correct
Decision Outcome Method	Single Hurdle
Number of Test Portions	One
Total Number of Items	155
Number of Scored Items	130
Number of Pretest Items	25
Administration Time	180 Minutes
Year ECO Created	2021



Examination Content Outline

1	Governance and Resources	41
1A	Governance and Leadership	15
1A1	Organizational Strategy	
1A2	Organizational Governance (e.g., bylaws, governing documents, legal-entity status)	
1A3	Credentialing Program Policies and Procedures	
1A4	Legal and Ethical Requirements	
1B	Risk and Resource Management	13
1B1	Risk Management	
1B2	Credentialing Personnel Management	
1B3	Financial Resource Management	
1B4	Stakeholder Analysis and Engagement	
1C	Credentialing Program Design	13
1C1	Value Proposition of Credential	
1C2	Credentialing Requirements (e.g., eligibility, assessment requirements, reciprocity)	
1C3	Maintenance-of-Credential Requirements	
2	Credentialing Program Operations	48
2A	Test Delivery	14
2A1	Test Administration (e.g., retakes, scheduling, accommodations)	
2A2	Test Delivery Methods (e.g., modality, proctoring)	
2A3	Test Security	
2B	Stakeholder Management	12
2B1	Communications and Marketing	
2B2	Information Management (e.g., data privacy, LMS/CMS/AMS)	
2B3	SME/Volunteer Management (e.g., recruitment, training, NDA)	
2C	Candidate Management	9
2C1	Credentialing Applications Processing (e.g., eligibility, credential award)	
2C2	Maintenance of Credential Processing (e.g., continuing competency)	
2C3	Appeals and Complaints Processing	
2D	Performance and Quality	13
2D1	Quality and Process Improvement	
2D2	Service-Provider Management	
2D3	Credentialing Program Accreditation	



3	Assessment Development and Validation	41
3A	Assessment Design	15
3A1	Job Analysis/Content Validation Methods	
3A2	Assessment Specifications (e.g., intended usage, test format, score report design, MOC)	
3A3	Assessment Preparation (e.g., firewall vs. alignment with test content)	
3A4	Standard Setting	
3B	Content Development and Management	14
3B1	Item Bank Management (e.g., item classification, item lifecycle)	
3B2	Item and Assessment Types (e.g., MCQ, rubrics, rating scales, AITs)	
3B3	Content Development (e.g., item writing, item review, references, editorial guides)	
3B4	Assessment Translation, Localization, and Accessibility	
3C	Assessment Development and Evaluation	12
3C1	Assessment Assembly Methods (e.g., forms, LOFT, CAT)	
3C2	Equating and Equivalence (e.g., blueprint conformance, statistical equating methods)	
3C3	Measurement Models (e.g., CTT, Rasch, PL)	
3C4	Statistical Analysis and Documentation (e.g., item analysis, KPIs, experience metrics)	



Target Population

Profiles / Practice Areas	
Governance	Professional responsible for the governance, leadership, and strategy of credentialing organizations and their credentialing program portfolio. This individual works internal to a licensing or certifying body in a higher-level or executive role. Specific work activities include oversight and accountability of credentialing program activities, development and maintenance of policies and procedures, participation in the organization's governance activity and strategic planning for the organization, managing financial and human resources, risk management activity, and oversight of accreditation and compliance activity. Specific job titles include certification director, executive director, chief credentialing officer, chief executive officer, chief financial officer, deputy executive director, compliance officer, and certification program manager.
Operations	Professional responsible for the operational activity of credentialing programs and supporting examinees throughout their credentialing journey. This individual may work internal to a licensing or certifying body, or as an external service provider. Specific work activities include candidate communication, implementation and maintenance of candidate/credentialing/association/learning management systems, review of candidate eligibility and maintenance of certification, scheduling and administration of test delivery, management of external service providers, evaluation of candidate testing experience, evaluation of operations against established policies and procedures, maintenance of examination security, meeting coordination, and volunteer/SME management. Specific job titles include certification program manager, chief operations officer, product manager, LMS/CMS administrator, credentialing program associate, quality assurance manager, candidate services manager, continuing education coordinator.
Assessment	Professional responsible for the design, development, and/or evaluation of credentialing assessments, such as written exams, performance-based exams, and portfolio review. This individual may work internal to a licensing or certifying body, or as an external service provider. Specific work activities include job analysis (or related content validation methods), item development, item bank management, exam assembly, standard setting, statistical analysis of examination results, meeting facilitation, and participation in the development of policies and procedures associated with testing. Specific job titles include test developer, psychometrician, test development manager, research scientist, statistical analyst, and test editor.



The following Industry Partners currently provide services for the ICE-CCP:

- [Heuristic Solutions](#) (AMS)
- [Meazure Learning](#) (Test Development and Delivery, Psychometric Services)

Certification Services Council

- **Janice Moore, ICE-CCP**, SeaCrest (Chair)
- **Danny Breidenbach, PhD, ICE-CCP**, PSI Services (Vice Chair)
- **Nicholas Soto, CAE**, Construction Management Association of America (Immediate Past Chair)
- **Andrew Dwyer, PhD, ICE-CCP**, American Board of Pediatrics
- **Megan Gordon, ICE-CCP** (CrowdStrike)
- **Linda Lysoy, MS, MCHES®, CAE**, Consultant
- **Carla M. Messikomer, MA, PhD**, Public Member
- **Liberty Munson, PhD**, Microsoft Corporation
- **Joel Oliva, ICE-CCP**, CCO Certification
- **Michelle Porter, CAE**, CGI
- **Jared Riel, ICE-CCP**, American Board of Emergency Medicine
- **Bill West, ICE-CCP** (I.C.E. Board Liaison)