

January 2, 2013

County of Los Angeles Chief Executive Office

Consultant Services for Strategic Planning and Related Services

SUBMITTED BY:

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Cover Letter

January 4, 2013

Mr. Kary L. Golden, Master Agreement Program Administrator
Office of Strategic Initiatives
Chief Executive Office
500 W. Temple, Room 750
Los Angeles, CA 90012
Email: kgolden@ceo.lacounty.gov

Dear Mr. Golden:

CPS HR Consulting (CPS HR) is grateful for the opportunity to submit a proposal in response to the County of Los Angeles' (the County) Request for Proposal for Strategic Planning and Related Services. We offer a broad spectrum of human resource consulting services, while delivering personalized, results-oriented service from our team of experts.

CPS HR is well-positioned to assist the County of Los Angeles in its strategic planning and facilitation efforts as we call on our wide range of resources, extensive experience and focus in the public sector. We recognize agencies - at all levels - have struggled with the challenge of fewer resources while also maintaining high levels of service delivery. Within today's rapidly changing economic environment, public sector managers are required to make near-term decisions with long-term impacts. These conditions intensify the need for effective and sustained strategic leadership, innovative thinking, and positive results. As a Joint Powers Authority (JPA) formed in 1985, CPS HR has a keen interest in fostering strategic leadership in the public sector and helping the County reach both short- and long-term goals that benefit its community of residents and visitors.

In the following pages, we have outlined our general approach and methodology, described our qualifications and experience, and listed several public sector agency references for similar work that comply with the County's minimum qualifications.

Per the RFP format instructions, please note that:

- a) CPS HR Consulting understands and agrees that the submission of this proposal constitutes an acknowledgement and acceptance of, and willingness to fully comply with, all terms and conditions of the RFP and any addenda thereto.

- b) Cooperative Personnel Services dba CPS HR Consulting is a California Joint Powers Authority, a self-supporting government entity with the ability to contract with other government and nonprofit agencies to provide services. A Joint Powers Authority is an instrumentality of a state or a political subdivision of a state, and is not a registered corporation of any state. Our business organization and authority of individuals to sign contracts documentation can be found under *Section 7: Additional Information* of our proposal response.
- c) The undersigned is an officer of CPS HR Consulting and is authorized to make representations for CPS HR Consulting during negotiations and commit this proposal to a contract.

Thank you for the opportunity to be considered for a master agreement with the County. We look forward to working with you in achieving your mission and strategic goals. Should you have questions or comments about the information presented in this proposal, please contact Jeff Hoye, our Manager of Talent Management Strategy and the designated Contract Manager for this proposal, at 916-471-3109 or via email: jhoye@cps.ca.gov.

Sincerely,



Linda Kegerreis
Chief Workforce Officer

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Section 3: Firm Information

CPS HR Consulting is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients for more than 25 years. The distinctive mission of CPS HR is to transform human resource management in the public sector.

3.A. Business Names/Duration

CPS HR Consulting was established as Cooperative Personnel Services in 1985 and maintains that name as its legal entity. We have conducted business as CPS HR Consulting since July 2011; prior to that date, we conducted business as CPS Human Resource Services.

3.B. Public Firm

CPS HR Consulting is a California Joint Powers Authority, a self-supporting government entity with the ability to contract with other government and nonprofit agencies to provide services. A Joint Powers Authority is an instrumentality of a state or a political subdivision of a state, and is not a registered corporation of any state. Documentation regarding our business organization and authority to contract can be found under Section 7: Additional Information.

3.C. Relevant Background

Over the past 27 years, CPS HR Consulting has exclusively assisted government and nonprofit agencies with strategic, workforce, and succession planning as well as other HR services. We are committed to meeting the highest professional quality and management standards for our clients. Our Talent Management Strategy group has facilitated long-term visioning, planning, and performance management for all levels of government, from federal agencies to local special districts. These services are demonstrated through the following examples and with our referenced agencies under Section 9: Required Forms, for whom we have provided these services within the last two years. We are proud of the role we play in enhancing people, processes and resources to transform HR in the public sector.

CPS HR's long standing relationship with Department of Consumer Affairs (DCA) provides an excellent example of our typical working relationship and the kinds of strategic planning and related services in which the County may engage. CPS HR helped DCA identify and implement strategic planning and performance management objectives. The DCA consists of 2,615 personnel who staff more than 40 bureaus, programs, boards, committees, commissions, and other entities that license and enforce more than 2.4 million practitioners in California in more than 255 professions.

CPS HR conducted a review of the Office of Human Resources (OHR) for DCA. The OHR provides full-service human resources support for employees within DCA, including Classification and Pay, Selection Services, Personnel Transactions, Health and Safety Services, Equal Employment Opportunity and Labor Relations. OHR's clients (i.e., the consumer boards, bureaus and commissions) expressed dissatisfaction with OHR services. Working under Jeff Hoyer's guidance, a team of four consultants completed what Director Brian Stiger deemed to be a sound organizational assessment and

recommended systemic changes. CPS HR was engaged to determine the root cause of the dissatisfaction and to identify possible solutions for the executive management team to implement. We assessed OHR services from the perspectives of three separate stakeholder groups: DCA line program managers and supervisors (OHR's principal clients); Personnel Liaisons (the critical linkage between the line managers and OHR); and OHR (its managers and staff). The assessment used customized surveys and questionnaires, focus groups, and individual interviews involving representatives of all three stakeholder groups. During the project, we identified the basis for stakeholder dissatisfaction with OHR services; the basis for the apparent tension and stress in the OHR work environment; relationships between problem areas and effective services to line programs; and HR processes that seemed to be working well and those that were not. CPS HR provided numerous recommendations in response to the issues raised by all DCA stakeholders. This work became a valuable roadmap for a newly appointed HR Director and the executive leadership to plan future changes in operations.

CPS HR also conducted an assessment of the provision of IT services by the California Office of Information Services (OIS) within DCA to 40 state boards, bureaus and commissions. The assessment included an organizational review, executive interviews, focus groups, and surveys of IT customers, IT service providers, and stakeholders. The CPS HR team, including Mike DeSousa, provided an assessment that was focused on the transition of OIS to an ITIL-standards organization, a best-practices standard in IT service management. Our analysis included recommended changes to overall organizational structures within OIS. Three survey instruments were utilized for different target groups. DCA has moved forward with our recommended implementation plans.

CPS HR was engaged with the Director and the executive team in carrying out a strategic planning process for the California Department of Personnel Administration (DPA). We conducted a detailed work process analysis in all of DPA's functional areas that resulted in the clarification of management and staff roles and responsibilities, streamlining of work flow, and the realignment of resources. The engagement process designed and facilitated by CPS HR involved high levels of DPA management, staff and stakeholder participation and resulted in a stronger sense of team among the DPA managers, staff and organizational units.

CPS HR provided organizational development, change management, management analysis, and strategic planning to further develop organizational excellence for the Eastern Municipal Water District. This engagement included development of a response to an all-employee survey that had been conducted in 2007. Rich Mallory led the CPS HR team that provided assistance to management with the operational review, identification and selection of three process improvement teams. We facilitated the teams over the course of the project, providing coaching and direct assistance to employee category teams that implemented strategies as part of the Baldrige National Quality Award framework. In addition, we conducted an organization-wide survey of key processes and worked with a team chosen to develop a process maturity matrix. Throughout the project, we worked with senior managers to develop and deploy an effective strategic and tactical planning cycle in all Branches and with associated performance measures.

CPS HR worked with the City of Seattle on their performance management initiative. The focus of the curriculum was aligning performance management efforts with city initiatives and creating objective measures that could be reported and tracked by employees and citizens via the City of Seattle's website. This project included working with the City to create a customized curriculum tailored to the city environment, including explanation and practice using a logic model. This approach was devised to

increase transparency for citizens, create department goals and objectives aligned with the City's overall strategy, and improve reporting through the City's website dashboards. Through a series of three courses, we trained over 350 City employees in the model scoring 4.0 or higher on a five point scale. The half day classes were designed to be interactive and experiential with a final outcome of departmental goals and objectives.

CPS HR was engaged by the Napa Sanitation District to develop a new performance evaluation system based on prior work with the agency. After we designed, developed, administered and analyzed an employee survey, we provided a survey follow-up process and developed a detailed action plan and verification of post-survey actions via employee focus groups. The agency is actively implementing recommendations from the 2010 survey process, including changes to communication processes, and performance management systems. We are conducting another survey at this time to track changes since the 2010 survey.

3.D. Contracts with County of Los Angeles

CPS HR Consulting currently has a three-year Master Agreement with the County for compensation consulting services, approved by the County Board of Supervisors on February 15, 2011, which will expire February 14, 2014. No contract amount has been specified. CPS HR has renewed this agreement since it began in 2005. We have not performed any work against the new agreement. The signatory for the contract is William T. Fujioka, Chief Executive Officer at (213) 974-2788.

CPS HR has also had a relationship with the County via its test rental products. The Los Angeles County Treasurer/Tax Collector has been a continuous client since prior to 2000. The department has purchased our test rental products, including stock, semi-stock and written proficiency exams as needed. Los Angeles County Superior Court and the Los Angeles County Department of Human Resources have also ordered stock exams within the last three years.

3.E. Contract Manager/Project Staff

Our view is that the County is our partner. An essential aspect of any proposed project under the strategic planning master agreement, therefore, is to clearly define the work to be performed by the CPS HR team, to define the essential participation of County representatives, and to establish a mutual understanding of the project's objectives. This process of defining the project scope and objectives – and the continuing consultant/client evaluation of study expectations throughout the engagement – leads to a successful project. Throughout any project engaged under the contract we envision collaborating with management, employees and identified stakeholders to maintain open lines of communication and to develop a shared understanding of project needs, goals, and objectives.

We firmly believe that the most important factors in ensuring the highest quality of performance are first, the experience of the firm and the consultants working on the project; and second, the commitment each individual consultant brings to the engagement. Our consultants have been selected for their relevant experience and professionalism in dealing with projects of this nature. They are well versed in strategic planning, stakeholder outreach, data analysis and visioning while working within the complexities of a government environment.

Resumes for our key personnel have been included in *Section 7: Additional Information* for further review, however, summaries of their backgrounds and the roles each would assume under strategic planning and related engagements with the County are presented below.

JEFF HOYE

Hired May 2007 as Regular FT Employee

Jeff Hoyer is Director of the Talent Management Strategy group at CPS HR and will serve as Contract Manager/Technical Specialist; he will be the County's main point of contact for any engagements under the master agreement. Mr. Hoyer possesses more than 25 years of experience directing and delivering professional consulting services in human resource systems change, change management, business process design and reengineering, organizational behavior, customer-oriented strategy deployment, process modeling, lean process methodologies, and a balanced scorecard approach to monitor ongoing performance.

Mr. Hoyer has a deep knowledge from experience gained in the areas of system-wide change devoted entirely to major improvements in productivity, team-based HR process delivery processes, and other people-based, technologically-oriented projects both in profit and non-profit arenas.

Mr. Hoyer typically operates at the Agency Director/Senior Leader levels during strategy development. During the operational phase, he works down through the staff and management ranks out to the agency's client community. Key to his success has been his ability to quickly size up a situation and identify what is really needed: technology, people and process alignment by bringing the right people together and achieving success with the involvement of all stakeholders.

Prior to his tenure with CPS HR, Mr. Hoyer was founder and managing partner for a national consulting firm for 18 years. Major industries served include healthcare, automotive, beverage, government, and non-profit.

RICHARD MALLORY, PMP

Hired June 2003 as Intermittent Project Consultant; November 2010 as Regular FT Employee

Richard Mallory will be Mr. Hoyer's alternate on any engagement with the County; he will act as Project Manager/Technical Specialist for strategic planning and performance measurement. Mr. Mallory has 17 years of experience in management analysis, facilitation, strategic planning, project management, and organizational development. He holds a Master's Degree in Management, is a certified Project Management Professional, and has been project manager and lead consultant on a number of difficult and high-visibility management analysis projects for CPS HR. Mr. Mallory has led many strategic planning projects and has taught strategic planning for the California Training Academy. His work has been recognized nationally through his association with the American Society for Quality, where he serves as chair-elect of its Government Division. He is a Certified Lead Examiner for application of the Malcolm Baldrige National Quality Award Standards in organizations, and has served six times as an Examiner and Senior Examiner for the California Quality Awards from 1995 to the present. He served as an Examiner for the U.S. National Quality Award in 2007.

JUDY CAPAUL

Hired June 1988 as Regular FT Employee; January 2012 as Intermittent Project Consultant

Judy Capaul is a Project Consultant at CPS HR and will serve as Technical Specialist under this master agreement. Ms. Capaul has 30 years of experience as a generalist and manager in human resources for public sector and non-profit clients. Her specialties include change management, workforce planning, performance management, recruitment and selection, employment law training and leadership training. She is qualified as an instructor for William Bridges' Organizational Transition courses and IPMA-HR's certification program Developing Competencies for HR Success.

In the area of strategic workforce management, Ms. Capaul has assisted clients to assess organizational strengths and areas in need of improvement for purposes of future planning. Recent examples included a demographic and competency analyses of a workforce to identify current and future staffing and development needs and a succession planning analysis.

Ms. Capaul has assisted multiple clients to develop or modify performance management policies, procedures, performance planning and appraisal templates, and employee and supervisory training. As an example, Ms. Capaul assisted in the implementation of the performance management portion of the Sacramento Municipal Utility District's pay-for-performance system for approximately 750 professional and management employees. Her responsibilities included supervisory training, constructing and analyzing employee surveys, recommending program revisions to executive management, and implementing program modifications.

Ms. Capaul was a member of the change management project team during the consolidation of the Sacramento Superior and Municipal Courts. During the design and implementation of the change management plan, she chaired and facilitated the employee involvement team with the goal of improving job satisfaction during court consolidation. A major project of this team was a court-wide mentor program for which Ms. Capaul served as project lead for the design, development, implementation, evaluation and maintenance.

MICHAEL DESOUSA

Hired April 2007 as Regular FT Employee

Mike DeSousa is a Senior Consultant with CPS HR and will serve as a Technical Specialist. He will assist with interviews, materials preparation and in facilitation of strategic planning. Mr. DeSousa has over 25 years of human resources leadership in both the public and private sector. His human resources background includes organizational leadership and project management in organizational assessment and analysis, employee surveys, performance management, meeting facilitation, training needs assessment, employee relations investigations, policy development, team-building, and management training. Mr. DeSousa has provided these services for city, county and state agencies as well as special districts. He holds a Master's Degree in Organizational Communications and certifications in management and safety training programs.

MELISSA ASHER, PMP

Hired September 2004 as Regular FT Employee

Melissa Asher is head of CPS HR Consulting's Training & Development Division and coordinates a training operation that serves over 15,000 training customers through the delivery of over 500 courses per year in twelve different topic areas. In her role (and as a Technical Specialist for any projects engaged under this master agreement) she also coordinates and works on needs assessment, strategic planning training and facilitation. She manages a staff of over 50, including instructors and office staff. More recently Melissa has been managing and working on projects involving learning management systems and the conversion of in person training to an online format.

She has a strong background in project management, training and development, and accounting. She is a certified Project Management Professional through the Project Management Institute and has her Senior Professional in Human Resources Certificate from the Society for Human Resource Management.

3.F. Health Insurance

CPS HR Consulting provides a comprehensive health insurance plan for its employees. It includes medical, dental, and vision plans, as well as flexible spending accounts to allow employees to pay for eligible health and dependent care expenses with tax-free dollars. If an employee is regular full-time, working at least 24 hours per week, they and any of their dependents are eligible to participate in the benefits program which begins the first of the month following date of hire for medical, dental and vision. CPS HR pays 85% of medical premium for employee and family and 85% of dental premium for employee only. Vision premiums are 100% employee paid.

The benefits program includes five medical plans:

- Kaiser HMO CA
- Kaiser HMO Mid-Atlantic
- Health Net HMO
- Health Net PPO
- Health Net High Deductible Health Plan

3.G. GAIN Compliance/Consideration

CPS HR Consulting has not had an opportunity to hire any Greater Avenues for Independence (GAIN) participants, but we certainly have a willingness to consider GAIN participants for any future employment openings for which they are qualified, and to allow access to CPS HR mentoring programs.

3.H. Insurance/Performance Bond

CPS HR Consulting will comply with the Insurance and/or Performance Bond requirements in the Sample Contract in Part D of this RFP.

3.I. Child Support Compliance

CPS HR Consulting will comply with the Child Support Compliance Program requirements in the Sample Contract in Part D of this RFP. We have included Form D, "Child Support Compliance Program Certification," under Section 9 of this proposal to that effect.

3.J. SBE Certification

As a Joint Powers Authority government, CPS HR Consulting cannot be certified as a small business enterprise.

3.K. Litigation

CPS HR Consulting does not have any pending or threatened litigation against the organization or any of its principals.



Section 4: Work Statements

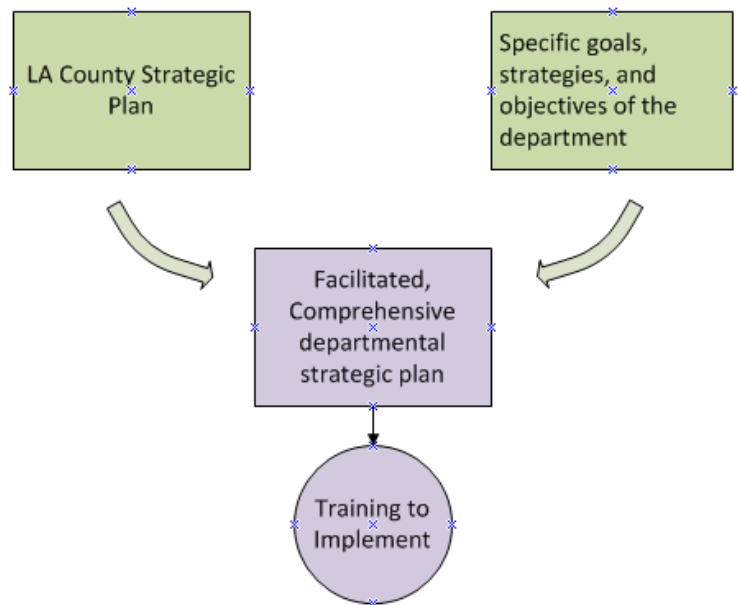
CPS HR Consulting has outlined our approach for each of the services requested in RFP *Section 3: Scope of Services - Part B*. Customer Services has been addressed as a component of Performance Measurement. Resumes of proposed team members, references, and cost are included in separate sections within this proposal.

Strategic Planning

Strategic Planning is designed to help the organization accomplish its objectives. CPS HR would like to help the County develop its strategic plan through envisioning its future and anticipating the impact of today's decisions, behaviors and actions. Strategic plans are typically designed by the senior leader team which has direct impact on the direction which the organization takes. Once this plan is implemented, it causes a rippling effect throughout the organization. Many departmental or divisional strategic plans are generated through the ground work laid out in the original corporate strategic plan.

As the planning process moves down the levels of the organization, it becomes more specific and detailed in nature. It is important to develop a detailed plan that involves answering some very important questions:

- What must be done?
- Why must it be done?
- Where should it be done?
- Who should do it?
- How should it be done?
- When should it be done?
- How should it be implemented?
- How will the impact be measured?



As many of us know, the first step that many employees want to take after receiving a completed strategic plan is to place it prominently on their bookcase. Unfortunately, for many that is as far as the strategic planning process goes in their organization. Our goal is to help the County ensure that everyone clearly sees the line-of-sight between their jobs and the County and departmental strategic plans. The benefits are many, including a better understanding of why one is working on a particular departmental goal and the expected outcome if everyone fulfills their task as it pertains to the department's, and then the County's, strategic plan. It also clarifies employees task interdependence – how one employee's activities affect another's and their impact on the department. It is no longer a matter of just getting your tasks done before the year is over, but completed in time with the sequencing of the departmental strategic plan and subsequent goal statements.

To ensure project success, CPS HR also builds in an ongoing change management process that helps provide for a successful outcome. We are charter members of the Association of Change Management Professionals (ACMP) and find this list helpful in consulting, facilitating and training our clients to project success:

Eight Reasons Transformational Efforts Fail	
1.	Not establishing a great enough sense of urgency
2.	Not creating a powerful enough guiding coalition
3.	Lacking a vision
4.	Under communicating the vision by a factor of ten
5.	Not removing obstacles to the New Vision
6.	Not systematically planning for and creating short term wins
7.	Declaring victory too soon
8.	Not anchoring changes in the organization's culture
-Kotter, J.P. 1995	

Our team takes a systematic approach to organizational development issues so that we can provide the County with well-designed methods to successfully implement changes. Our approach ensures that these eight critical factors are not overlooked. The process we use includes three major phases: (1) the assessment phase, (2) the implementation phase, and (3) the evaluation phase.



Systems Approach to Strategic Planning Steps

The structure of our strategic planning process aligns with the structure of the County's strategic plan with a few exceptions. The steps of our approach pictured above are described here in more detail:

I. Establish The Mission and Values

- a. County's mission: "To enrich lives through effective and caring service." This provides for what the County wants and how they'd like to go about it.
- b. Review the nine County values which inform and guide behavior.
- c. We would also periodically refer back to the mission and vision either in the facilitated departmental planning sessions or in related training sessions.
- d. The values can certainly serve as operating principles in our facilitated planning sessions and in our training sessions.
- e. We can also introduce the idea of a Balanced Scorecard (only if the client is used to using one or is interested in using one in this process).

II. Identify Goals Required to Support the Mission

- a. The value of the goals is to provide needed focus. If all departments were to focus their strategically aligned goals around these five provided by the County, the collaborative effort will make a great difference.
- b. The County refers to the strategic goals as long-range visions for a significant area of the County's operations. As such, some or all of the goals may have more meaning and value to a particular department versus another.
- c. During training, it's good for employees to learn or be reminded that the goals have been provided as what must be accomplished if the County is to achieve its mission for this fiscal year.
- d. Later in the departmental planning process, the departments will be able to identify what goals they choose to undertake to meet the goals as stated at the County level. For example Strategy 2 (Service Excellence and Organizational Effectiveness) is called out as part of the County's Goal 1: Operational Effectiveness.
Each department will have an opportunity to look at their own operations and explore what specific goals they might undertake that will help them stay within their budget, address the needs of their ongoing operations, address the needs/concerns that the employees have expressed that inhibit providing timely and efficient service, and that address the key issues that customers seem to raise that require departmental attention.

III. Analyze the External Environment

- a. Macro/Global Issues
 - i. Social changes
 - ii. New technology
 - iii. Economic environment
 - iv. Political & Regulatory environment
 - v. Utilize a process called STEP (Social, Technological, Economic, and Political)

- b. Micro/Local issues
 - i. Customers
 - ii. Resources
 - iii. Trends
 - iv. Who do we depend on? (suppliers)
 - v. Our partners and stakeholders

IV. Analyze the Internal Environment - capabilities matched with opportunities that benefit the department and the County.

- a. Culture, image
- b. Key employees groups and stakeholders
- c. Organizational structure
- d. Access to needed resources
- e. Operational efficiency and capacity
- f. Brand awareness
- g. Financial resources
- h. Institutional knowledge

V. Strategy Formulation

- a. Determine go-forward plan
- b. Determine generic strategy
 - i. Examples:
 - a) Speed up processes to enable what?
 - b) Utilize technology to solve what need?
- c. Review Five Forces to Generic Strategy
- d. Develop Strategies
 - i. Choose primary strategy
 - ii. Develop alternative “scenario” strategies should primary strategy underperform or fail

VI. Change Management Agenda

- a. Individual needs driven by this strategy
 - i. Need to know what, why, when, who, how
 - ii. Need for training and other possible assistance to achieve the needed change in behavior
- b. Look at the department’s capacity for change
- c. Role of leadership as we move forward

VII. Implementation and Evaluation

- a. Define parameters to be measured
- b. Define target values for parameters
- c. Performance measures
- d. Decide on when to periodically review, discuss results achieved as compared to target values

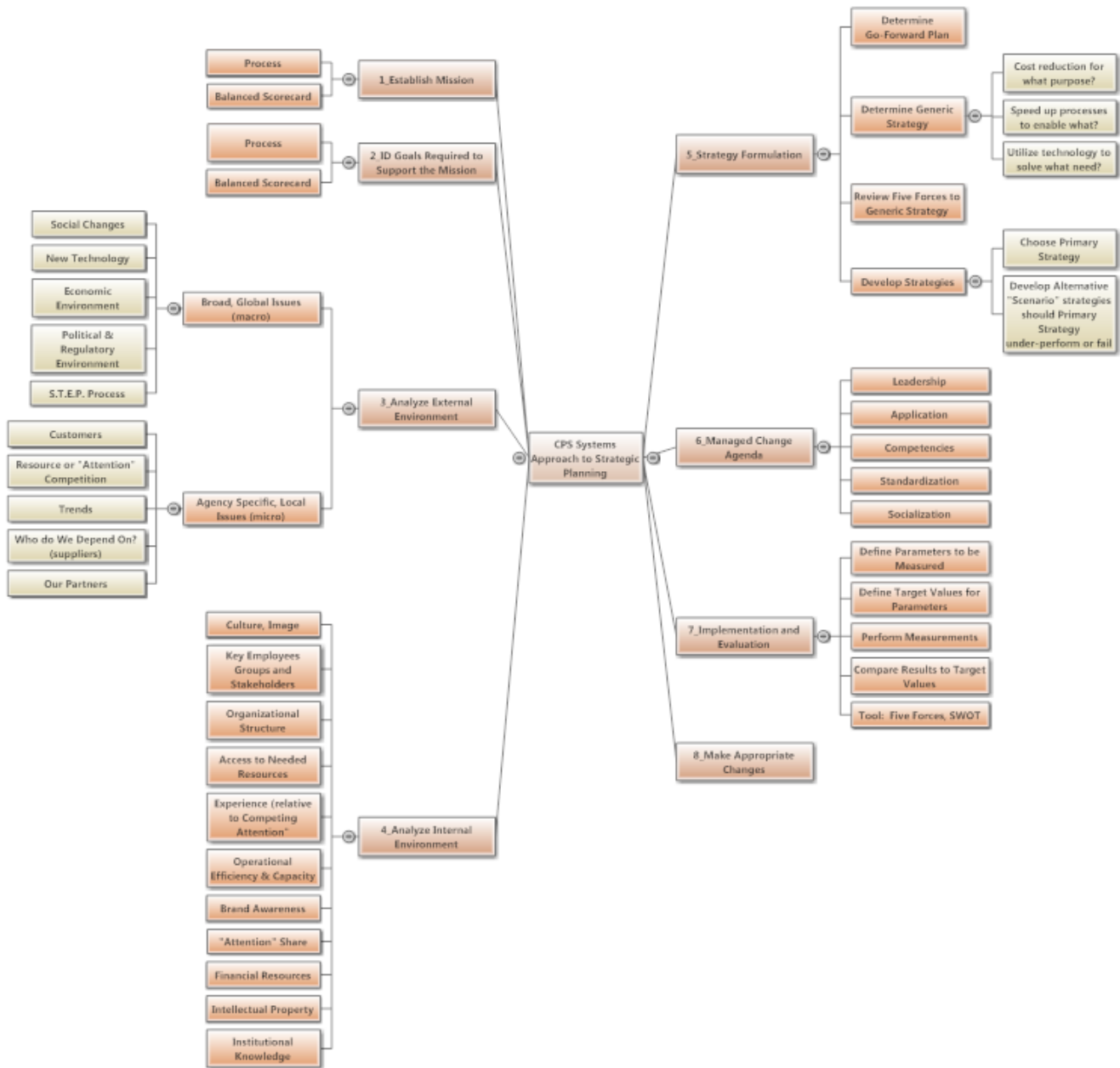
VIII. Make Appropriate Changes

- a. Based on discussions and agreements with the right stakeholders, prepare reasoned change strategy
- b. Make the changes
- c. Continue with ongoing evaluation during the year

Sample of Strategic Planning Tools Used

Analysis and Communication

Drilling deeper into the strategic planning process, we utilize an approach that draws on a mind mapping approach. Mind maps are helpful when collaborating within the planning implementation stage as they tend to lend coherence to ideas and issues that might seem otherwise unrelated. During the development of a strategic plan, mind maps can be used to not only visualize the process but also for brainstorming solutions to difficult issues that arise and for surfacing hidden opportunities during planning and analysis.



The information in the mind map on the previous page is presented in the form of a project or “Gantt” chart below. Strategic Planning project detail is ideal for organizing and maintaining the schedule while managing the results, especially because most plans include elements that are contingent upon the completion of another. The strategic planning process should be thorough, but not rigid. It should stretch the County and its abilities, but not overwhelm it.

	Task	Assigned To	Start	End	Dur.	%	2012		2013		
							Apr	Dec	Jan	Feb	Mar
	CPS Systems Approach to Strategic Planning		11/10/12	2/13/13	83		[Gantt bar]				
1	1. Establish Mission		11/10/12	11/23/12	9		[Gantt bar]				
1.1	Process		11/10/12	11/14/12	5	D					
1.2	Relevant Standard		11/20/12	11/20/12	1	D					
2	2. ID Goals Required to Support the Mission		11/26/12	12/7/12	10		[Gantt bar]				
2.1	Process		11/26/12	11/28/12	3	D					
2.2	Relevant Standard		12/3/12	12/7/12	5	D					
3	3. Analyze External Environment		12/10/12	1/9/13	21		[Gantt bar]				
3.1	Broad, Global Issues (macro)		12/10/12	1/9/13	21		[Gantt bar]				
3.1.1	Social Changes		12/10/12	12/14/12	5	D					
3.1.2	New Technology		12/17/12	12/20/12	4	D					
3.1.3	Economic Environment		12/21/12	12/27/12	6						
3.1.4	Political & Regulatory Environment		12/28/12	1/3/13	6						
3.1.5	S.T.E.P. Process		1/6/13	1/6/13	1						
3.2	Agency Specific, Local Issues (micro)		12/21/12	12/28/12	8		[Gantt bar]				
3.2.1	Customers		12/21/12	12/21/12	1						
3.2.2	Resource or "Attention" Competition		12/24/12	12/24/12	1						
3.2.3	Trends		12/26/12	12/26/12	1						
3.2.4	Who do We Depend On? (suppliers)		12/27/12	12/27/12	1						
3.2.5	Our Partners		12/28/12	12/28/12	1						
4	4. Analyze Internal Environment		12/24/12	3/13/13	54		[Gantt bar]				
4.1	Culture, Image		12/24/12	12/31/12	8	D					
4.2	Key Employee Groups and Stakeholders		12/31/12	1/7/13	8	D					
4.3	Organizational Structure		1/6/13	1/24/13	20						
4.4	Access to Needed Resources		1/15/13	1/22/13	8						
4.5	Dependencies (relative to Competing Attention)		2/23/13	1/29/13	6						
4.6	Operational Efficiency & Capacity		2/26/13	2/5/13	9						
4.7	Brand Awareness		2/6/13	2/12/13	7						
4.8	"Attention" Share		2/13/13	2/20/13	8						
4.9	Financial Resources		2/21/13	2/27/13	6						
4.10	Intellectual Property		2/28/13	3/6/13	8						
4.11	Institutional Knowledge		3/7/13	3/14/13	8						
5	5. Strategy Formulation		3/7/13	1/22/13	35		[Gantt bar]				
5.1	Determine the Forward Plan		3/7/13	3/6/13	0	D					
5.2	Determine Generic Strategy		3/10/13	1/24/13	25		[Gantt bar]				
5.2.1	Cost reduction for what purpose?		3/10/13	1/20/13	11						
5.2.2	Speed up processes to enable what?		3/13/13	1/21/13	10						
5.2.3	Utilize technology to solve what need?		3/14/13	1/24/13	11						
5.3	Review Five Forces to Generic Strategy		3/15/13	1/27/13	22	D					
5.4	Develop Strategies		3/18/13	1/22/13	25		[Gantt bar]				
5.4.1	Choose Primary Strategy		3/18/13	1/28/13	11						
5.4.2	Develop Alternative "Scenario" strategies (should Primary Strategy under-perform or fail)		3/22/13	1/22/13	1						
6	6. Managed Change Agenda		3/18/13	1/25/13	8		[Gantt bar]				
6.1	Leadership		3/18/13	1/28/13	11						
6.2	Application		3/22/13	1/22/13	1						
6.3	Competencies		3/23/13	1/23/13	1						
6.4	Standardization		3/24/13	1/24/13	1						
6.5	Securitization		3/29/13	1/24/13	1						
7	7. Implementation and Evaluation		2/1/13	2/7/13	6		[Gantt bar]				
7.1	Define Parameters to be Measured		2/1/13	2/1/13	1						
7.2	Define Target Values for Parameters		2/5/13	2/4/13	1						
7.3	Perform Measurements		2/5/13	2/6/13	1						
7.4	Compare Results to Target Values		2/6/13	2/6/13	1						
7.5	Tool: Five Forces, SWOT		2/7/13	2/7/13	1						
8	8. Make Appropriate Changes		2/14/13	2/27/13	14		[Gantt bar]				

Mission, Goals, and Leader-directed Change

In order to collectively steer an agency in the proper direction, its employee “navigators” must understand the destination to which the agency is heading. That understanding begins by establishing – and more importantly communicating – the County’s mission in conjunction with the goals and objectives that have been established in support of the mission. A Goals Grid matrix can be used to visually organize goals to help determine if they are appropriate to the stated mission of the County. In most cases, the mission of an agency has been long established. What often happens however, is that the leadership team who determines the mission and sets the goals: 1) has not done an adequate job of communicating the mission, goals and objectives across the agency and, therefore, 2) has not done an adequate job of analyzing the information they have collected to ensure that the appropriate goals are selected and communicated. When the stakeholders in the agency closest to its customers (e.g., employees within departments) are provided with an opportunity to share their knowledge and experience with agency leadership in an orderly and organized manner, management has more information and can make better decisions.

One of the items in our arsenal of strategic planning tools is the Goals Grid which helps develop a list of outcomes, conditions or qualities that an agency wants to achieve, preserve, avoid or eliminate. A few examples of the value of this tool:

- 1) Jump-starting the strategic planning process and dialogue;
- 2) Generating a set of “agency reality check” criteria against which strategic goals and objectives can be gauged;
- 3) Providing a way of checking for and managing conflicting goals and objectives; and
- 4) Generating the goals and objectives themselves.

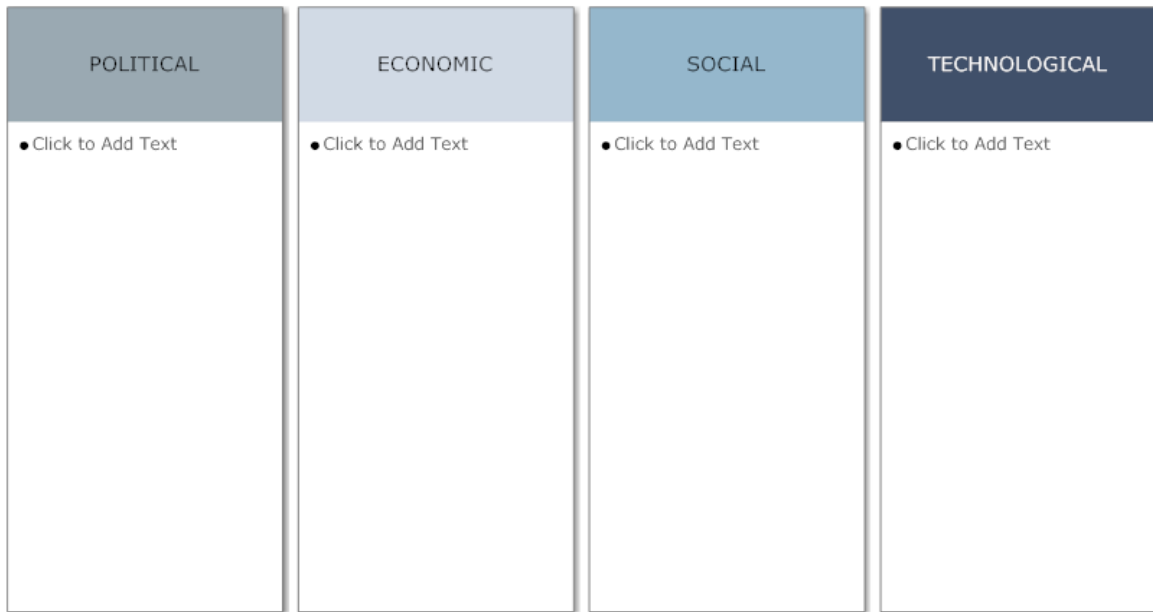
The Goals Grid

		DO YOU HAVE IT?	
		NO	YES
DO YOU WANT IT?	YES	<i>Achieve</i>	<i>Preserve</i>
	NO	<i>Avoid</i>	<i>Eliminate</i>

© Fred Nickols 2008

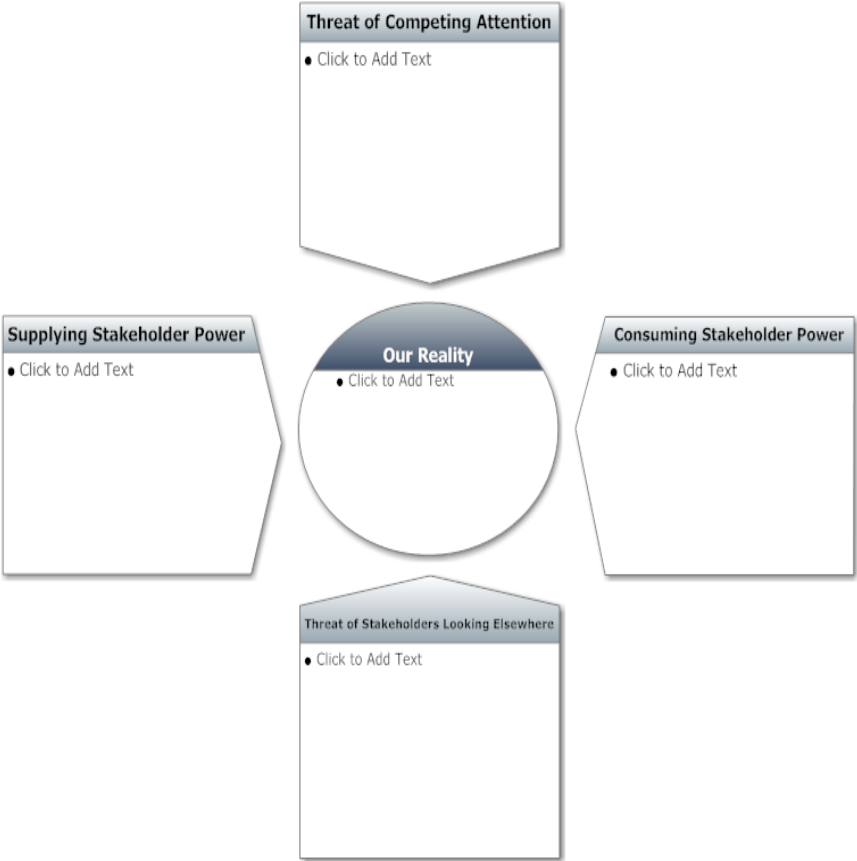
Analyzing the External Environment: Looking Outward

Once the mission and goals to be pursued have been determined, it is time to take a look at what is happening in the world outside of the agency and determine how, if at all, specific events might affect the agency in the long run. These analyses of the external environment include broad, global (macro) issues like social changes, new technologies and the economic, political and regulatory environments. A frequently-used chart for analyzing the macro external environment is the STEP chart. STEP is an acronym for the Social, Technological, Economic, and Political, analyses that encompass the process.



In addition, the external view can also include more specific and local (micro) issues. The purpose of this difficult but important work is to identify and take advantage of opportunities in which the County might be able to leverage its competencies, as well as identify and mitigate threats that impact the County in the normal course of serving its community. The most comprehensive analysis for the specific or micro external issues is the Five Forces analysis. This view encompasses all of the areas important for the County to be cognizant of in developing its long-term strategy. A graphical representation of our Five Forces and SWOT tools follows.

Five Forces Analysis



SWOT Analysis

Key SWOT Questions



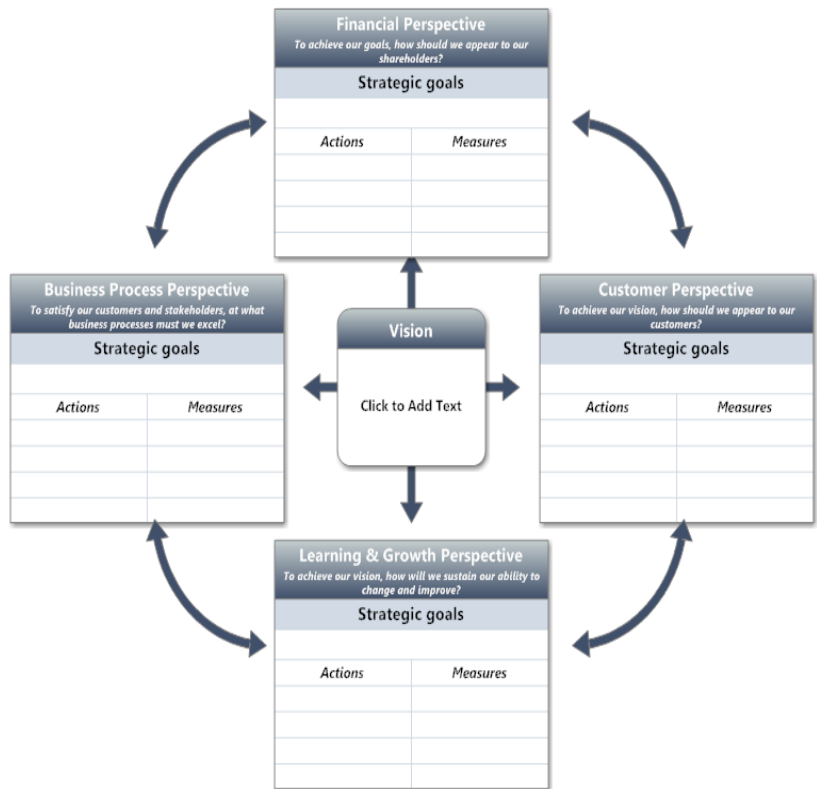
Analyzing the Internal Environment: Looking Inward

A critical component in the strategic planning process is documenting what the County knows about itself. What defines the County’s organizational culture? What is its image in the eyes of its stakeholders and others? Who are the key employees and stakeholders in the County? How is the County organized, and how much experience does it have relative to its needs to move forward? Is the agency efficient with its resources? Does it have the capacity to grow? Is there an awareness of the its value? Are all stakeholder groups being served? Are there sufficient financial resources to meet its short-term needs? This barrage of questions will begin the County’s process of internally examining itself, and determining the answers will enable it to develop an understanding of its strengths and its weaknesses relative to it chosen strategic path.

There are a variety of visual tools to be employed here that are helpful in analyzing and communicating information about the internal environment of an agency. Just as the information derived from the external analysis fed into the Opportunities and Threat segments of the SWOT analysis, the information derived from the internal analysis will drive the Strengths and Weakness components of the SWOT. Employing powerful visual tools during our process is a great assist in the “understanding element” of our change efforts as part of the implementation phase.

Formulating Strategy

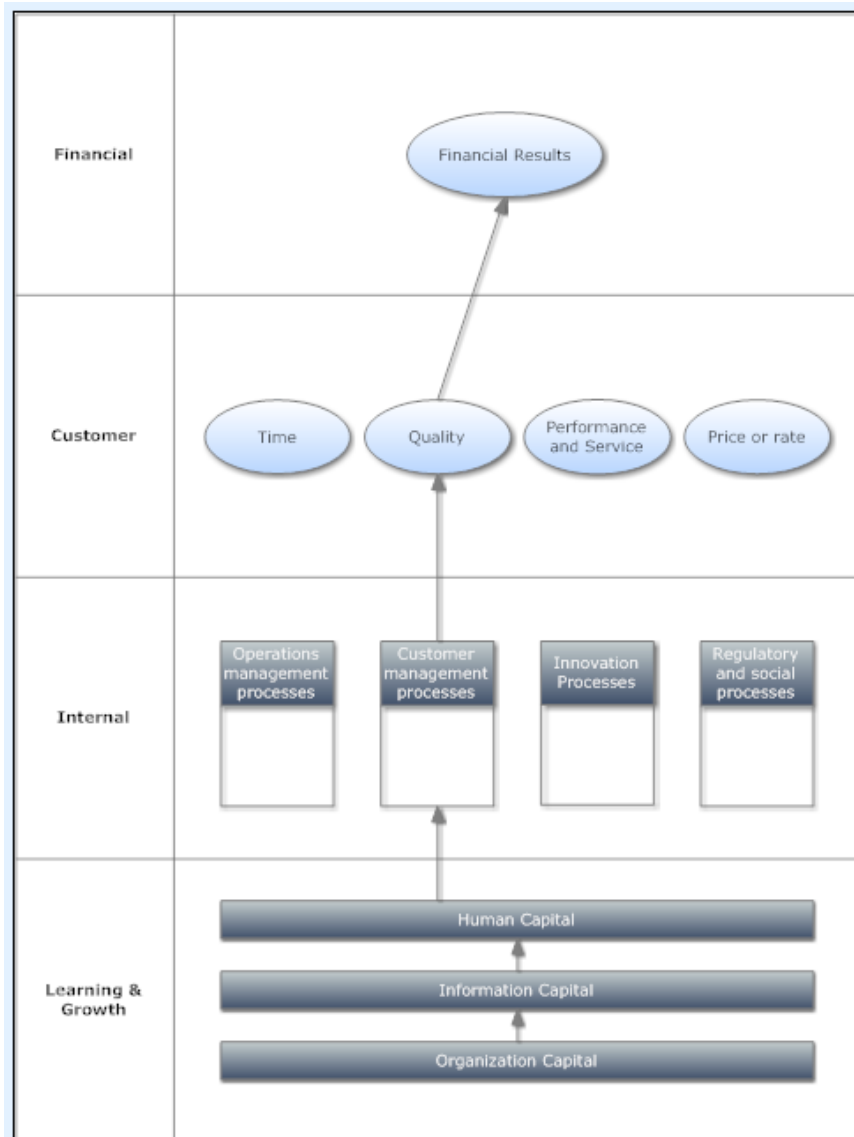
This is where the various findings from the external and internal analyses are juxtaposed to the mission and goals of the County in order to determine the best course of action for success. The County should strive to craft a strategy that best takes advantage of its strengths, while at the same time does not leave itself overly vulnerable due to its weaknesses. Information from the Five Forces analysis (that would be completed as a part of the micro external analysis) is a key part of a agency’s effort to determine what it can do less costly or significantly different than it does now, and understand whether or not the advantage is sustainable. The County should also seek to identify any advantage it may have based on technologies or relationships between departmental units.



Adapted from the Balanced Scorecard by Robert S. Kaplan and Dave P. Norton. Harvard Business School Press. 1996.

Many agencies find value from constructing a strategy map in order to include intangible factors like culture in the strategic analysis. A strategy map provides for multiple perspectives when evaluating the agency.

A methodology that augments an agency's ability to adapt its plan to the realities of government during times of rapid change in the external environment is scenario planning. Information is inherently limited when change happens so quickly it transcends the planning cycle. By creating and considering different hypothetical "scenarios" that vary from widely accepted forecasts, valuable opportunities and serious threats that emerge can be considered and the agency can develop contingencies in the unlikely event one of the scenarios actually occurs.



Implementing Strategy

More often than not, the development of the plan is less complicated than its implementation. In fact, surveys indicate that nine out of ten organizations fail to properly implement the strategies they formulated¹. Often, poor communication of the plan and failure of the majority to buy-in is the root cause of implementation failure. Every department within the County needs to understand the mission and goals that have been established, accept the necessity of a plan, agree to its direction, and implement actions specific to their areas of responsibility.

The value that CPS HR Consulting brings to the implementation phase is our experience offering a broad range of HR services: Change Management, Performance Management, Workflow Re-engineering, Succession Planning, Future Job Analysis leading to the creation of Career Developmental Pathways, Training, Development, Coaching design and services designed to sustain the gains achieved through the successful implementation of a well-built strategic plan.

CPS HR Consulting team goals and intent for successful strategic planning at the departmental level are:

- Ensure overall County alignment.
 - Assess, enable, model, and energize focused change
 - Identify specific strategies to get from here to there
 - Analyze the current organizational identity and status

- Interact with multi-level management teams as facilitators, coaches, instructors and partners for success.
 - Examine interpersonal dynamics
 - Remove situational and personal barriers to success

- Make recommendations related to training needs, process alignment, performance management and measurement and benchmarking.
 - Make recommendations that will manage change positively, pro-actively, and effectively
 - Explore available resources, human and material
 - Identify existing barriers to effectiveness
 - Provide follow-up methodology to ensure the integrity of the process and outcomes

Post Facilitated Strategy Session Deliverables (to departmental sponsor and strategic planning team):

- Master departmental plan that follows the same structure as the County strategic plan
- Supporting plan detail
- Numbered and dated key documents
- Assignments related to each strategy and goal detailed to include “by who,” and “by when” along with any stated dependencies and sequencing

¹ The Strategy-Focused Organization, Robert S. Kaplan and David P. Norton, Harvard Business School Press, 2000.

- Executive summary for each plan to be used as a communication document for various Departmental stakeholders including employees
- Plan review process and structure

Approach to Facilitation

CPS HR has comprehensive experience in providing facilitation and related decision support services as well as training services for agencies engaged in collaboration efforts, working groups, or teams. Our team has significant experience in a wide variety of facilitation and training engagements, including meetings and retreats; organization-wide assessments and redesign planning and implementation; strategic and workforce planning; annual and periodic executive/leadership strategy and planning meetings; off the shelf and online training courses; and customized training courses and workshops. As required, our strategic planning facilitators are prepared to draw on any of the following skills as needed throughout the strategic planning process:

- Build a sense of ownership and commitment
- Facilitate brainstorming/creative thinking
- Align ideas and input
- Transition ideas into action
- Create a strong culture and cooperation
- Establish trust and teamwork
- Improve communication
- Identify inherent capabilities and utilize individual and group insight
- Initiate adaptable and flexible decision-making
- Ensure participation at all levels

CPS HR recognizes that agencies, and the way they are operating, are changing due to a myriad of internal (i.e., workforce diversity, technology) and external (i.e., economic and budget constraints) factors. Agencies need to be able to adapt and evolve to thrive in today's environment. As a result, many agencies are proactively engaging groups at all levels in problem solving, planning and decision-making. Understanding group processes and mastering the skills required by this participatory culture are now essentials of effective leadership. Any individual who plays a leadership role in the County needs the capacity to support his or her department(s) in maximizing their own potential for effective decision-making and practical implementation of results.

CPS HR's approach to facilitation varies dependent upon our client environment and the desired outcomes. Facilitation is changing due to the impacts of technology, including the opportunity to connect online (e.g., Live Meeting and social media). Our team embraces these changes and has acquired the different skills and practices needed to facilitate in these varying environments. In general, the CPS HR approach to facilitation is to work collaboratively with the County to identify the focus, structure and outcomes or measures for success for the meeting or event.

Prior to the meeting, the CPS HR facilitator will work collaboratively with the client to:

- Understand who the participants are
- Formalize the goal and objectives
- Develop the agenda
- Design the structure of the meeting
- Identify required outcomes, including summary reports
- Determine how to measure whether the goals and objectives are achieved

During the meeting, the facilitator will:

- Set expectations
- Help develop ground rules
- Create an open, collaborative climate for discussions, safeguarding participant's ideas
- Handle conflicts and ensure differences in opinion are heard and understood
- Support the generation of issues, ideas, steps, etc., relevant to the meeting's goal and focus
- Manage the flow of the meeting
- Help the groups evaluate, prioritize and choose options, solutions, etc.
- Create an action plan, if desired


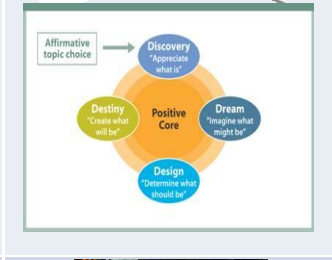


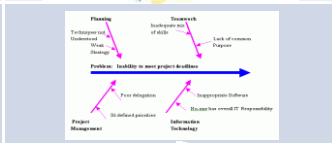

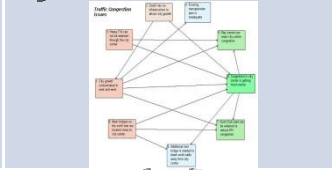


After the meeting, the facilitator will:

- Provide a summary report, if requested, of outcomes, observations, recommendations, etc.
- Work with the client to gauge success (i.e., were the goals and objectives met)
- Document lessons learned that can be incorporated into the planning process for future meetings

CPS HR facilitators have experience using a variety of facilitation tools which could include Appreciative Inquiry, Open-space technology, World Café, problem solving and decision making processes and diagrams (e.g., brainstorming, Fishbone diagram, Affinity Diagram, Interrelationship Diagram, and Prioritization Matrix). We can also provide virtual facilitation using Live Meeting. The chart on the following page highlights the names, appearance, and use of some of the facilitation tools available.

Our team is prepared to support facilitation services to help strategic planning, the flow of discussions, and to prepare staff to take needed actions. CPS HR will provide highly qualified organizational/leadership consultants and trainers to work collaboratively with the County to realize objectives and/or achieve stated project goals. Our facilitators aim to help our customers:

- Capture the power of diversity and help create a shared vision
- Focus teams and groups to listen and consider all input
- Build commitment through involvement
- Use a collaborative process that assures effective action
- Minimize unproductive opposition

Examples of Facilitation Tools		
<p>Prioritization Matrix</p>		<p>The Prioritization Matrix is a way of sorting a set of items into an order of importance. It enables each item's relative importance to be identified by deriving a numerical value of importance for each item.</p>
<p>Appreciative Inquiry (AI)</p>		<p>AI is based on the assumption that an organization that inquires into problems or difficult situations will keep finding more of the same, but an organization that tries to appreciate what is best in itself will find/discover more and more of what is good. It is a commonly accepted practice in the creation of organizational development strategy and implementation of organization effectiveness tactics. AI is a particular way of asking questions that fosters positively and builds organizations around what works, rather than trying to fix what doesn't.</p>
<p>Open-Space Technology (OST)</p>		<p>OST is an approach for hosting meetings, conferences and retreats focused on a specific and important purpose or task—but <i>beginning</i> without any formal agenda, beyond the overall purpose or theme.</p>
<p>World Café</p>		<p>The World Café is a conversational process for hosting dialogues about questions that matter. It is based on the principal that these conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues.</p>
<p>Fishbone Diagram</p>		<p>A Fishbone Diagram is a cause and effect diagram that helps visually display the many potential causes for a problem or effect to arrive at the root cause of the problem. It is effective in a group setting and for situations in which little quantitative data is available for analysis.</p>
<p>Affinity Diagram</p>		<p>An Affinity Diagram is a business tool used to organize ideas and data. It is a tool commonly used in project management and allows large numbers of ideas stemming from brainstorming to be sorted into groups for review and analysis.</p>
<p>Inter-relationship Digraph</p>		<p>The Interrelationship Digraph is used to show cause and effect relationships between identified factors surrounding an issue. It is a visual display which maps out the interrelationships between the multivariable problems or desired outcomes.</p>
<p>Graphic Facilitation</p>		<p>Graphic Facilitation uses words and images to create a conceptual map of a conversation by capturing and organizing ideas. A graphic facilitator is a visual, usually silent partner to the traditional, verbal facilitator, drawing large scale image at the front of the room in real-time.</p>
<p>Web Conference (e.g.: LiveMeeting)</p>		<p>Web conferencing or Webinars are used to conduct live meetings, trainings, or presentations via the internet. It allows the users to share information on the computer with everyone in the meeting, collaborate remotely, and conduct video conferencing.</p>

The CPS HR team brings a wealth of experience from their wide-ranging work with large and small public agencies. Our staff provide an interdisciplinary and multicultural approach to organizational and individual program area change and development.

Their facilitation activities address organizational performance, alignment, and conflict issues through participatory planning processes that break through entrenched patterns and routines. Clients are then able to more efficiently meet the multiple demands and needs of the diverse groups and individuals they serve.

Approach to Training

CPS HR provides a full range of widely recognized nationwide training products and services specifically designed for public sector employees. Our team provides off-the-shelf, online self-paced, instructor-led training and customized training for public sector agencies throughout California. Our courses are broken down into the following twelve categories and are all mapped to competencies for easy professional development planning:

- Analytical Skills
- Math & Budgeting
- HR Practices, Policies & Compliance
- Communication Skills
- Leadership
- Managerial Development
- Personal Development
- Presentation, Instruction, & Facilitation
- Relationship & Behavior Development
- Supervisory Skill Development
- Team Development
- Writing Skills

Our team recognizes and considers a variety of media tools, learning styles, delivery venues, additional resources for learning, and generational differences. CPS HR will work with the County to encompass these different considerations in their content, delivery, and exercises and to make certain that all learning and development services and products provided meet and exceed the high standards established and expected by the County.

For customized training, CPS HR works with clients to identify specific training needs, develop new content, and modify existing content or organization specific information to meet identified learning objectives appropriate to the targeted audiences. CPS HR can work with the County to ensure that specific training requests include the most effective adult learning methods to:

- Solidify learning
- Demonstrate technical knowledge

- Inspire participants
- Facilitate application on the job

CPS HR trainers will:

- Be highly knowledgeable in the content area
- Possess excellent interpersonal skills
- Excel in presentation skills
- Arrive on time and be available in the classroom during the entire day of instruction
- Ensure necessary paperwork is completed and returned, i.e. rosters, certificates
- Dress in business/professional attire

All of our courses have a defined course title, description of curriculum with course objectives, length of time (i.e., hours, days), description of materials, and related instructor resumes for courses. CPS HR can also provide customized versions of any of our courses for in person or online delivery (including shorter or longer versions of the course) to meet specific organizational learning and development needs as required. Training can be scheduled County facilities or at classrooms provided through our partnership with University of Phoenix. Additionally, CPS HR will administer an end of course evaluation for every course delivered, designed to measure reaction and learning.

Our dedicated training manager, Melissa Asher, will:

- Provide centralized scheduling
- Handle logistical details
- Produce professional, high quality materials
- Facilitate billing
- Provide same day response to questions or needs

Approach to Organizational Design

CPS HR will assist the County to incorporate a process for improving the probability that the County will be successful by repositioning itself. Organizational design provides a formal guided process for integrating the people, information and technology of an agency. It is used to match the *form* of the agency as closely as possible to the purpose(s) the agency seeks to achieve.

Organization design begins with the creation of a strategy — a set of decision guidelines by which staff will choose appropriate actions. The strategy is derived from clear, concise statements of purpose, and vision, and from an agency's basic philosophy. Strategy unifies the intent of the agency and focuses staff toward actions designed to accomplish desired outcomes. The strategy encourages actions that support the purpose and discourages those that do not.

CPS HR's process of organization design matches people, information, and technology to the purpose, vision, and strategy of the County. Structure is designed to enhance communication and information

flow among people. Systems are designed to encourage individual responsibility and decision making. Technology is used to enhance human capabilities to accomplish meaningful work. The end product is an integrated system of people and resources, tailored to the specific direction of the County.

Performance Management

The challenge of performance management is to identify truly strategic measurements without overwhelming staff and the process itself with meaningless data. Performance measurement involves four key activities to determine and manage performance measurement activities:

- **Set Direction.** It's important to understand what you are trying to achieve before measuring anything.
- **Measure.** Choose measures related to the strategic goals defined, so everything aligns and presents real results.
- **Analyze.** Collect data and analyze it to understand performance and where it stands in relation to goals set.
- **Act.** Target and plan activities to sustain the good, and decide if/where improvements are needed.

In addition to supporting the County's strategic plan, there are many reasons that County departments might wish to measure performance. It is important for departmental employees to understand why such an undertaking is important at this time:

Why Measure Now?

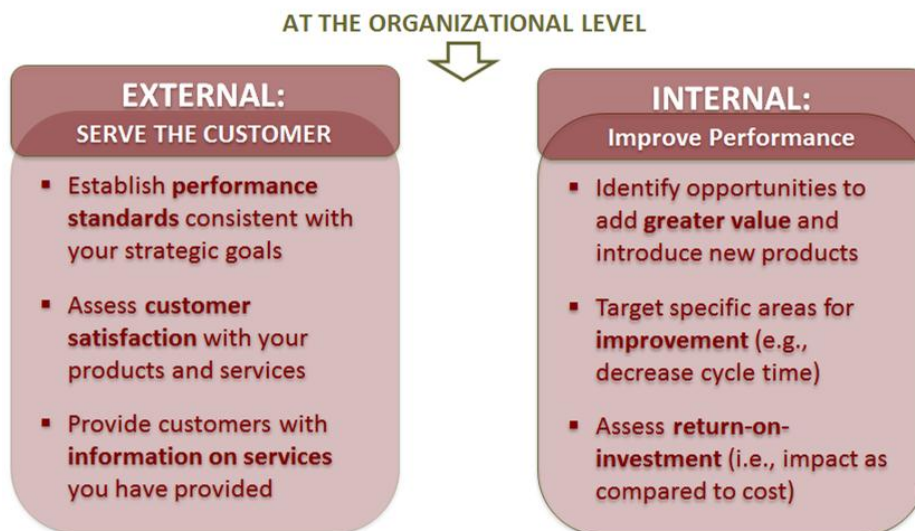


- **Budgets** are on everyone’s mind (government, private, personally).
 - It is important to demonstrate sound/conscientious practices & procedures; and
 - manage staff resources effectively (in ways that are good for the department and good for the employees).
- **Leadership** support and involvement is important to sustain efforts and advocate activities.
- Organizational **readiness** is important to understand clearly where the organization can realistically take performance measurement activities.
 - There are different levels and approaches an organization can take to start the process and build it up over time.
 - If you are ready now, you would measure in order to evaluate/demonstrate the value you are providing to customers. The key here is: what is the value?

Benefits of Measurement

There are internal and external benefits to performance measurement, from the organizational level to the individual staff level. External benefits focus on serving the customer include such activities as establishing consistent performance standards, assessing customer satisfaction and providing customer information. Internal benefits focus on improving performance and include activities such as identifying opportunities that add additional value, targeting areas for improvement, and using this opportunity to evaluate activities’ benefit versus cost.

The Benefits of Measurement



Strategic performance measures monitor the implementation and effectiveness of an organization's strategies, determine the gap between actual and targeted performance, and determine organization effectiveness and operational efficiency. Good performance measures:

- Provide a way to see if your strategy is working.
- Focus employees' attention on what matters most to success.
- Allow measurement of accomplishments, not just of the work that is performed.
- Provide a common language for communication.
- Are explicitly defined in terms of owner, unit of measure, collection frequency, data quality, expected value(targets), and thresholds.
- Are valid, to ensure measurement of the *right* things.
- Are verifiable, to ensure data collection accuracy.

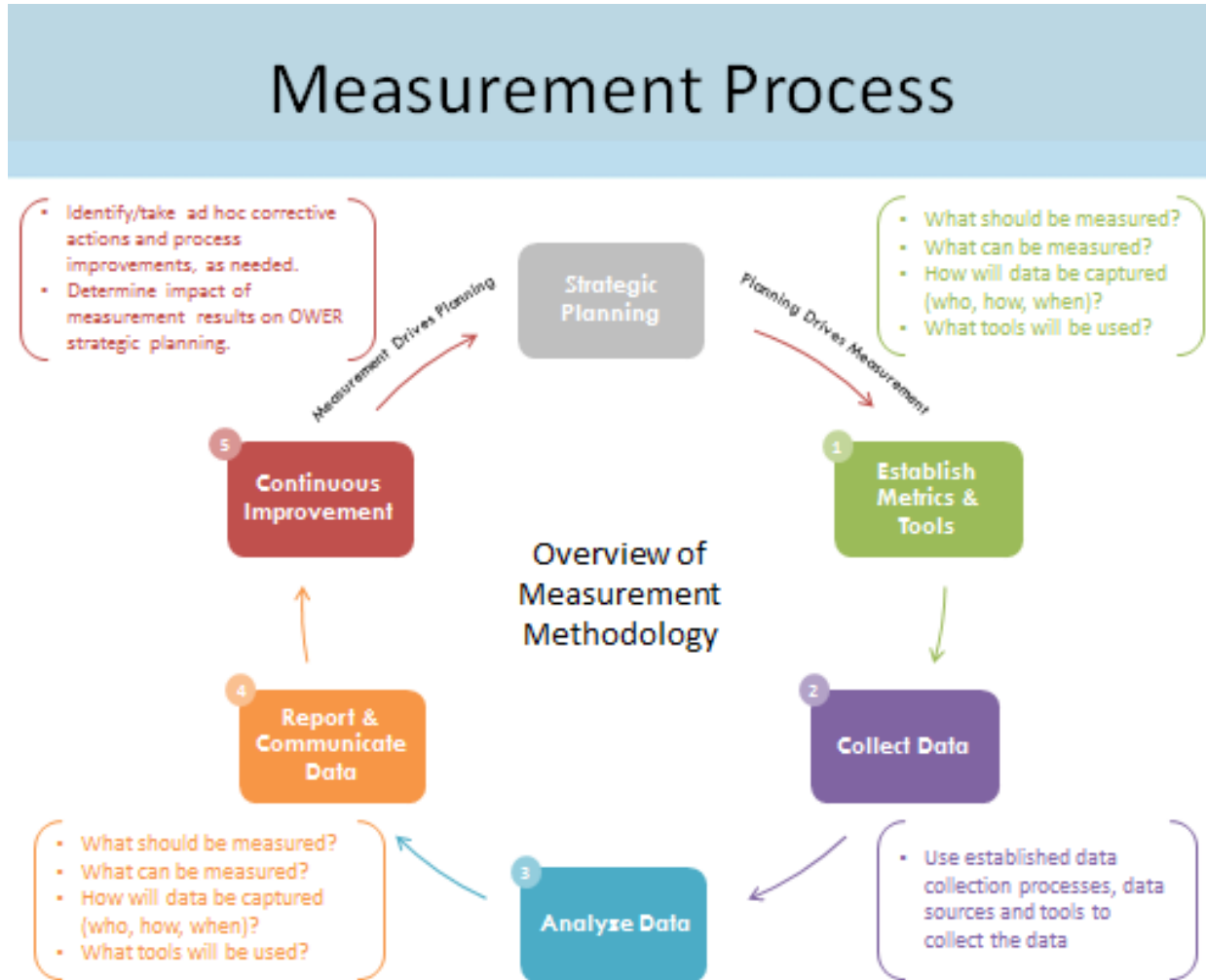
CPS HR typically uses “A SMART” measures: actionable, specific, measurable, achievable, results-oriented, and time-based.

Your Measures: “A SMART” Measure

Criteria	Definition
Actionable	▪ Provides data to indicate when change is needed to sustain, enhance or improve performance.
Specific	▪ Clearly and precisely describes 'what success looks like'.
Measurable	▪ Quantifies results as observable, valid and reliable indicators of performance.
Achievable	▪ Defines baseline level of performance that is reasonable and within your staff's control.
Results-Oriented	▪ Focuses on outputs or outcomes valued by your stakeholders/customers.
Time-Based	▪ Outlines time period for performance to be demonstrated.

The Measurement Process

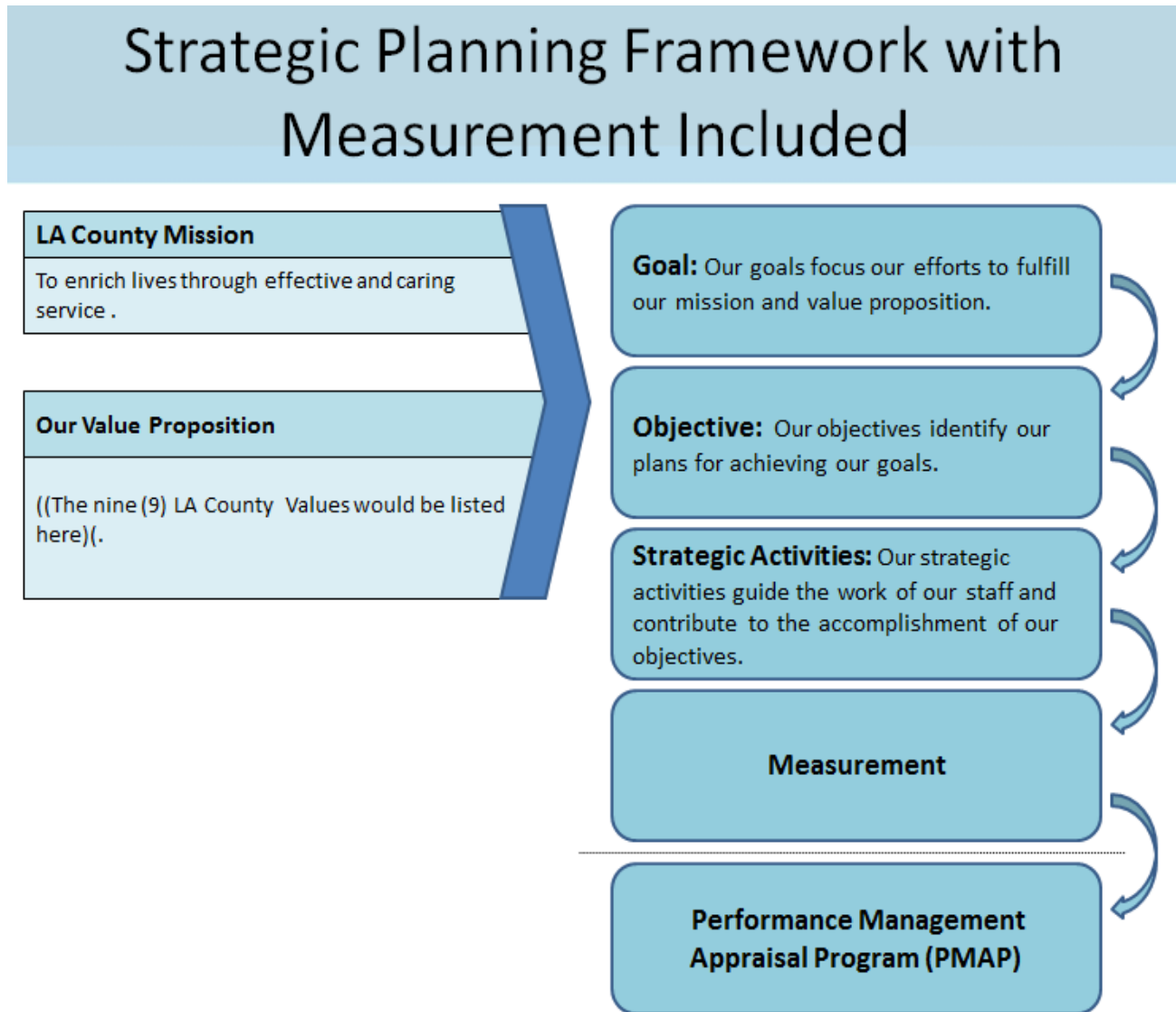
CPS HR's performance measurement process is based on strategic planning activities and drivers. We implement a five-step methodology for this process. We begin by establishing metrics and tools that will capture key performance indicators. Only essential data is collected; we do not advocate collecting “data for data's sake.” The data is then analyzed against the established metrics. We then communicate the results to key County stakeholders with review and discussion on what the results mean, and provide recommendations on improving the process and/or clarifying components of the strategic plan.



The performance measurement process is designed to strengthen the strategic planning process and improve the quality of services provided. Planning drives the measures that are selected for evaluating performance and measurement results inform the next strategic planning cycle. When designed properly, the following questions have been answered:

- Have we been able to get ahead of the curve and position ourselves to be essential to the success of our department, despite the political climate and the recent economic hardships that have painted a challenging picture of the government in the view of the American Public?
- What should we really be doing?
- Where are our efforts really adding value?
- How do we proactively demonstrate our value?
- How do we defend and strengthen our services and the delivery of those services?

Performance measurement ensures that objective data has been captured to monitor and evaluate progress and success in completing strategic activities, meeting objectives, and ultimately achieving the County’s goals. Measurement will give County stakeholders the data they need to make adjustments to their work during the year, if and as needed.



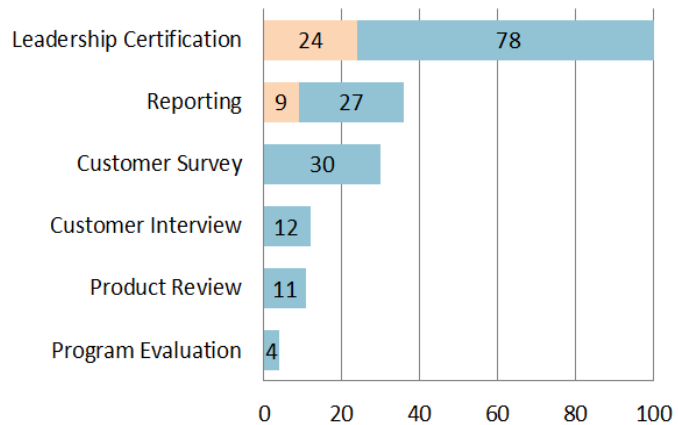
Measuring Performance

Establishing metrics and tools for performance enables the County to become more aware of risk, scan the environment to proactively justify work, and demonstrate value in a concrete, measurable way.

This is an example of how a department might measure its efforts to meet established strategic goals and objectives. The metrics chosen by the department have direct ties to the goals and measure efforts that impact those goals. In this example, the department measures certification, reports, surveys, customer interviews, product reviews and performs program evaluations. The department is tracking what is important to them and keeping the burden low in terms of data collection.



Objective: Data that is 'high value' and 'low burden'.



CPS HR recommends defining a measurement methodology that measures performance at the Activity, Results and Impact levels. Measurement at the Activity level is the source of performance measurement and sets the stage for Results and Impact. Activity measurement:

- Describes and shows what people are doing in more universal terms.
- Helps employees focus on what is most important – “What gets measured gets done.”
- Helps audiences better understand accomplishments when objectives and results are in measurable language and context.
- Clarifies exactly what needs to be accomplished or has been accomplished – “I developed a Succession Plan” doesn’t say as much to some as “I interviewed 200 key positions and outlined transition planning commitments with each key position incumbent.”

Examples of Activity level measurement include volume or counts, elapsed time or cost per unit. Activities, of course, feed results. Examples of Results level measurement include quality, cycle time or return on investment. Results impact your customers. Finally, the combined organizational efforts demonstrated through activities and results impact the strategic plan goals and objectives, the County’s mission.

Why measure performance at these levels?

- **Level 1 – Activities performed to accomplish the work: Measure now.**
 - Introduce accountability for performance
 - Estimate and justify staffing needs
 - Allocate staffing to highest priority areas
 - Identify Peaks and declines in workload
- **Level 2 – Results achieved for customers: Measure one year out.**
 - Assess customer satisfaction
 - Assess effectiveness of products/services
 - Identify “high value” services
 - Re-prioritize investments
 - Re-focus staff efforts
 - Target process improvements
- **Level 3 – Impact on Mission: Measure three years out.**
 - Set expectations and targets for organizational performance
 - Identify all parties accountable for and contributing to success
 - Evaluate direct and indirect contributions to the mission
 - Assess whether groups of products and services have desired impact
 - Purpose?

Measuring at Each Level: EXAMPLE: GOAL - NAVIGATE

Sample Objective:

Automate Your priority HR processes to increase accountability, improve efficiency and timeliness, gather process metrics, increase portability and 'go green'.

1 – ACTIVITY (Now)	<i>Sample Strategic Activity: Introduce Core Functionality</i> Measure: An analysis of Your automated HR workflows indicates core functionality is standardized across all implemented workflows.
2 – RESULT (1-2 Years)	<i>Sample Strategic Activity: Provide Workflow Guidance</i> Measure: End users indicate workflow guidance is easy-to-understand, current, accurate, comprehensive, dependable, and assists in navigating workflows.
3 – IMPACT (3-5 Years)	<i>If You achieve this objective, what is the impact?</i> <i>Faster hiring, higher quality candidates</i>

Roles and Responsibilities

Delineating clear roles and responsibilities during the implementation of performance measures is important. These would be outlined with the County during the planning phase of any performance measurement process and adjusted as needed during the implementation. Leadership roles should include:

- Develop a measurement plan by identifying measures to evaluate performance
- Identify methods and tools for collecting the data needed to support measures
- Review measurement data and reports to assess performance and make adjustments

Staff roles should include:

- Carry out the work as defined in the strategic goals, objectives and actions
- Collect and report activity data in established tracking system(s) to support measurement
- Meet performance standards/targets that contribute to results
- Contribute ideas and suggestions to leadership to improve performance

Standards vs. Targets

Establishing baselines for performance measurement during the first year of implementation is critical. It is important to describe and understand how the County will use the initial first year of data. If not already established, the County should set both Standards and Targets. Standards will serve as benchmarks against which actual performance can be compared. Targets are more fluid, stretching performance to higher levels than meeting Standard goals. For example, the County may have a Standard to streamline the hiring process to 80 days, whereas a department may have a Target, or stretch goal, of streamlining the hiring process to 45 days and thus exceeding the Standard.

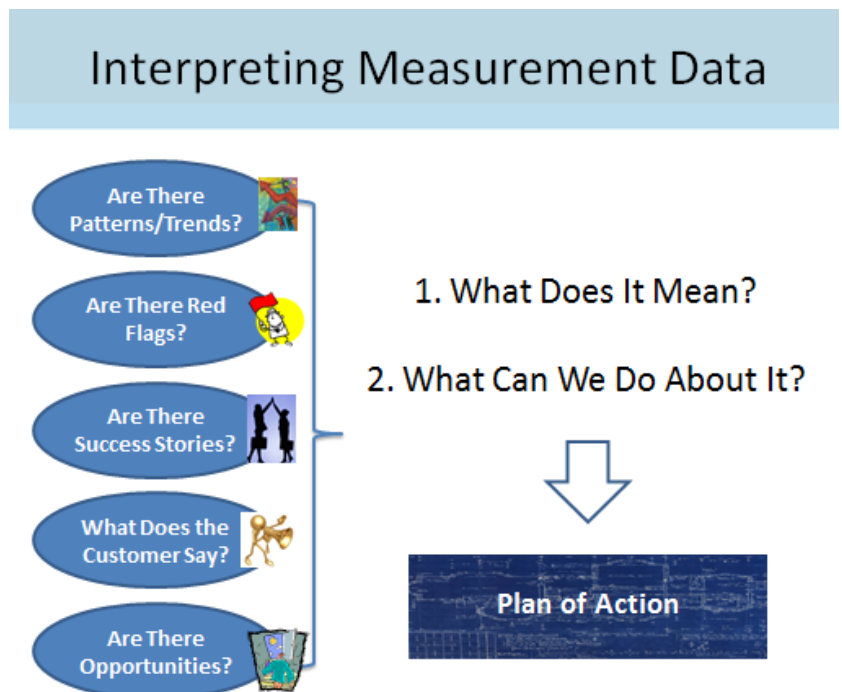
Importance of Data Entry

One of the hardest changes during implementation of a performance measurement process is changing behavior. County staff will be a critical link in entering, retrieving and reporting on performance information according to prescribed timeframes using specific tool(s). The Data will need to be accurate and reliable, and should be retrievable on a real-time basis to support measurement needs.

Having staff record measurement data regularly and consistently requires an understanding of employee motivators, and the environment and systems in which employees have performed their activities. These factors are among many that will affect how new behaviors that support performance measurement, such as data entry, can be encouraged and positively reinforced.

Interpreting Measurement Data

Performance measurement data adds a methodical, analytical component to answering the questions, “How are we doing?” and “What can we be doing differently to improve the County’s service delivery?” The following graphic provides common key questions to help interpret the data and challenge the status quo. Interpreting the data in this manner can clarify issues that need to be addressed, successes of which the County may not otherwise have been aware, and opportunities to better serve the County’s customers and employees.



Keys to Successful Performance Measurement

- Plan and engage in performance measurement activities as a continuous process to support the County's goals and strategies.
- Define and agree on what should be measured to assess strategic goals and progress.
- Identify and develop the methods and tools to be used to measure performance.
- Gather and analyze measurement data, establish reporting time frames, communicate results and take action.

Customer Service as a Component of Performance Measurement

Customer Service processes should be linked and driven by the County's strategic plan goals and objectives. To impact customer service, key performance indicators must be identified and incorporated into the performance measurement system.

To ensure that customer service actions are leading to desired results and impact, CPS HR would assist the County as described under Performance Measurement to establish metrics and tools to assess and measure customer service. As a component of continuous improvement, CPS HR would provide stakeholders with training that positively impacts customer service. Necessary training might include:

- Planning, Performance, Improvement Training
 - Clarifies the role of the manager/supervisors
 - Clarifies the role of the planning processes, the performance measurement process, and the gap closing improvement role that those responsible for customer service play
- Workflow Mapping
 - Identifies which workflow is producing outputs that are not providing the outcomes that the customer wants
- Continuous Improvement
 - Root cause analysis
 - PDCA – Plan, do, check, act
 - Plan on how to best improve the workflow as a countermeasure to the root cause of the problem.
 - Do experiments to see what works best for the customer.
 - Check with the client to determine that the countermeasure did indeed provide the solution needed.
 - Act to standardize this new change in process, procedure, action with regard to customer delivery of products or services.
 - ROI – capturing impact data to both justify continuous improvement efforts and demonstrate to the department and to the client that the client is being served in an ever-increasing productive manner.



Section 5: Fee Schedule

The following fee schedule has been prepared as accurately as possible based upon the service areas requested and objectives described in the information provided to CPS HR Consulting. Any projects in which CPS HR engages with the County under the master agreement will require thoughtful discussion with County representatives to define the scope of services needed and resources required to successfully accomplish the work.

Hourly Fee Schedule	
Contract Manager	\$185
Project Manager	\$180
Project Consultant/ Technical Specialist	\$150
Administrative Support	\$70
Travel & Expenses	At Cost

Should the County wish to train their team leaders in the organizational and communication tools of effective group facilitation, CPS HR would charge the County based on the following half- and full-day rates for onsite training. CPS HR offers management and leadership training as part of its full training program of over 150 courses in 14 categories (www.cps.ca.gov/training_center).

Onsite Training Modules – Fixed Fee	
Daily Rate	\$3,500/day includes general expenses & travel time
Half-Day Rate	\$1,750/day includes general expenses & travel time
Additional Work Rates	Assessments or other tools will be charged at actual cost



Section 6: Financial Statements

CPS HR Consulting's audited financial statement for Fiscal Year 2012 is 33 pages and attached to this proposal as Appendix A.



Section 7: Additional Information

Other Services

With more than 80 full-time employees and more than 200 project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that dramatically transform public sector organizations to positively impact the communities they serve. By establishing centers of excellence and communities of practice, we can provide the County with the latest knowledge and the expertise to put that knowledge into action.

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet the County's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR knows that quality services, impeccable deliverables and the resultant client satisfaction are all factors that keep our clients coming back for more. While we welcome the opportunity to work with our current and potential clients on a specific project, our long term goal is to build strong and collaborative partnerships with all of our clients. In essence, we do not want to "walk away" at the end of an engagement, but instead, strive to foster and build ongoing relationships with the agencies we serve.

We strengthen our commitment to quality in a number of ways, but two of the most notable are:

- **Technical Support** – When the project is concluded, we continue to work for you by making sure that any questions or concerns you have on issues that arose during the course of the study, or any questions on study outcomes, continue to be answered without incurring a fee. We make ourselves available by telephone to respond to any of these questions for six months after project conclusion, at no cost to our clients.
- **Client Satisfaction** – While many companies talk about client satisfaction, how many measure its impact by assessing client satisfaction through distributing written surveys and tying the results of these surveys to their performance management system? CPS HR does. All of our clients receive a client satisfaction survey at the end of each engagement to respond to questions on the quality of our staff, our deliverables and the overall consulting relationship. The answers to these questions are then compiled and analyzed to identify client satisfaction ratings which are used as a factor within the CPS HR performance management system. The ratings are weighted very highly in each CPS HR employee's individual performance plan and annual performance rating to ensure CPS HR continues to deliver on the high level of client satisfaction our clients have a right to expect from us.



Our primary services include:

- Recruitment and Selection
 - Recruitment and Staffing Strategy
 - Job Analysis
 - Develop/Deliver Assessment Services
 - Test Development and Administration
 - Executive Recruitment
- Talent Management
 - Competency Modeling
 - Workforce and Succession Planning
 - HR Process Reengineering
 - Organizational Assessment, Design and Development
 - Performance Management
 - Employee Engagement
 - Employee Relations
- Classification, Compensation and Total Rewards
 - Position Classification
 - Job Evaluation
 - Compensation
 - Awards, Pay for Performance, Merit Pay
- Training and Development
 - Organizational Needs Assessment or Training Strategy
 - Organizational Training Programs
 - Coaching and Coaching Programs
 - Mentoring and Mentoring Programs
 - Training Courses [off the shelf, or custom]
 - Leadership Development
 - Facilitation

Resumes of Key Staff

Resumes of key staff mentioned in *Section 3.D. Contract Manager/Project Staff* follow.

Jeffrey T. Hoyer, MBA

Profile

Mr. Hoyer is the Senior Leader for Talent Management Consulting at CPS HR Consulting. He was founder and managing partner for a national consulting firm prior to that for 18 years. Mr. Hoyer has a deep knowledge from experience gained in the areas of system-wide change devoted entirely to major improvements in productivity, team-based HR process delivery processes, and other people-based, technologically-oriented projects both in the profit and non-profit arenas. Mr. Hoyer typically operates at the Agency Director/Senior Leader levels during strategy development. During the operational phase, he works down through the staff and management ranks out to the agency's client community. Major industries served include health-care, automotive, beverage, government, and non-profit.

Mr. Hoyer possesses more than 24 years of experience directing and delivering professional consulting services in human resource systems change, change management, business process design and reengineering, organizational behavior, customer-oriented strategy deployment, process modeling, lean process methodologies, and a balanced scorecard approach to monitor ongoing performance. Key to success has been the ability to quickly size up a situation, identify what's really needed: technology, people, and process alignment, bring the right people together and achieve success with the involvement of all stakeholders.

Employment History

- Senior Leader, Talent Management Consulting, CPS HR Consulting
- Managing Director, CPS HR Consulting
- Managing Partner, The Baobab Group d/b/a Continuous Improvement Systems

Professional Experience

- Areas of responsibility include: Executive Search, Licensing & Certification, Test Services, Assessment Services, Training and Development, Organizational Strategy, Classification & Compensation, Operations, and Product Development.
- Founded practice with offices in Colorado and California.
- Developed state of the art services and product offerings in the areas of strategy development, process improvement, process modeling, systems improvement, pay-for-performance practices, team-based balanced scorecard initiatives, Lean systems, and graphic metric measurement systems designed to greatly enhance strategic communication during system-wide efforts involving all levels of the organization.
- Major clients served include: United States Western Leadership Center, U.S. Army-War College, Allied-Signal, DuPont Chemical, Ford Motor Company, Kelsey Hayes, Leanin' Tree, Newell Coach, Federal Reserve Bank, Freddie Mac, Lotus (IBM), and Blue Cross Plans in New York, Pennsylvania, Kentucky, Mississippi, and Louisiana.

- Areas of expertise: Strategic Planning, Corporate Board: Planning and Performance, Team-based Production, Group Problem-solving, Executive Coaching & Development, Process Modeling, Organizational Behavior, Design, and Development, Conflict Resolution, Training Design and Curriculum Content, Globalnomics, Performance Management, Union Involvement, and Conflict Resolution.

Education

- M.B.A., University of Colorado, Denver
- B.A., Finance, B.A., Accounting, University of S. Florida

Professional Affiliations

- National Association of State Personnel Executives – Corporate Council
- American Society for Training & Development
- Association for Change Management Professionals
- Systems Thinking and Lean for the Public Sector

Richard E. Mallory, MM, PMP

Profile

Mr. Mallory specializes in performance measurement, program analysis, business process review, staffing and workload analysis, strategic planning, and organizational transformation. He has assisted dozens of organizations to evaluate appropriate structure and function so they can target resources and achieve significant performance improvement. He specializes in government practice, and has spent over 25 years as a senior government executive, consultant, trainer, and performance coach.

Employment History

- Principal Consultant, CPS HR Consulting, Sacramento, CA (2002 – present)
- Principal Consultant, Citygate Associates, Folsom, CA (1999 - 2001)
- Director, California Department of Housing and Community Development (1997 & 1998)
- Senior Vice President, LEADS Corporation, Arlington, VA (1993 - 1996)
- CA-NV State Director, USDA Farmers Home Administration (now Rural Development Service), Woodland, CA (1986-1992)

Professional Experience

Organizational Development and Quality Systems Implementation

Mallory is a nationally-recognized expert in developing excellent organizations, and has extensive experience in organizational development, business process review, and continuous quality improvement. He is the author of the “Guidelines for Public Sector Process Certification,” published by the American Society for Quality Government Division. He is a Certified Lead Examiner for application of the Malcolm Baldrige National Quality Award Standards in organizations, and has served six times as an Examiner and Senior Examiner for the California Quality Awards from 1995 to the present. He served as an Examiner for the U.S. National Quality Award in 2007. He was a past Judge for the California Team Excellence Award (2004 and 2005). Mallory is author of the book, *Management Strategy: Creating Excellent Organizations*. Eastern Municipal Water District of Riverside County was one of his long-term clients, and he helped the district win a bronze and two silver-level awards in the California State Baldrige competition. Through multiple client engagements in assessment of organizations using these criteria, he has provided structured guidance on workforce and leader development, including assessment of the learning and development system, learning and development effectiveness, and career progression. He recently served as project director for the City of Roseville Electric Utility Department management and operations review.

Staffing and Workload Analysis

Over the past year Mallory has completed staffing and workload analysis projects for the Housing Commission of the City of San Diego, and for the Housing Authority of the County of Santa Clara. The staffing and workload analysis for the Housing Authority was commissioned to evaluate the effect and magnitude of changes in the workload of the Housing Programs Department staff due to recent changes in program policy, including a business process redesign and changes in its information technology operational systems automation. The study was able to support a 31.5% staffing reduction within the unit. The study for the Housing Commission included a review of organization structure, operations, and programs of the Housing Rehabilitation Department, including a workload study. The workload and staffing analysis work was conducted to establish and analyze time standards for the

work done in the Department through a process and task review, and supported existing staffing levels. Other recent workload studies included a review of the staffing of the California Board of Parole Hearings, and established workload standards for the Commissioners and Deputy Commissioners who conduct hearings. Mallory has also done several workload studies for the California Adult Parole Department, including a Supervisory Workload study and a Clerical Workload study. He has recently assisted the King County, Washington, Engineering Services Department with implementation of performance measures and an overall organizational review.

Management Analysis and Business Process Review

Mr. Mallory has done many management analysis studies, focused on structure, communications, and workload planning. He has assisted a number of Departments to resolve conflicts in management roles and responsibilities. Currently he is managing a multi-year critical issues study for the Department of Water Resources, focused on critical issues and governance of the State Water Project, that is anticipated to be complete in June, 2013. He has recently completed comprehensive organizational reviews for the California Prison Healthcare System and the Department of Managed Health Care. He has also assisted numerous entities with Business Process Reviews. His most recent client was the California Department of Community Services, at which he led a team that documented the Department's 44 key processes, and developed 17 completed and approved process flowcharts to improve Department performance. This project also included an update of its on-going system for Policy and Procedure. (April 2010 - November 2010).

Performance Management and Program Evaluation

Mr. Mallory has broad experience in this area and recently led a project team that completed an evaluation study (January, 2009) of the clinical management at the California Prison Health Care System, including recommended performance measures associated with each clinical practice. Mallory has also assisted the Department of Toxic Substance Control Schools Program, with a program evaluation and development of performance metrics. He helped EMWD create its key process certification process including key performance measurements associated with each (Jan. – June, 2008).

Strategic and Operational Business Planning

Mr. Mallory has assisted multiple clients in every phase of strategic planning, including performing SWOT assessments; planning and conducting strategic planning workshops; development of mission, vision, and values; development of strategic plans; development of tactical plans; publication of plans; and development of performance measures and indicators associated with goals. He has done numerous professional presentations on strategic planning throughout his career both with clients and professional groups. He served as a strategic planning trainer for the California State Training Center, 1999-2000 training cycle. He also presented "A Guide to Worthwhile Strategic Planning" workshop at the 3rd Annual California Training and Quality Conference on Oct. 6, 1999. Strategic planning clients include:

- Eastern Municipal Water District, (2004-2008)
- Victims Compensation Government Claims Board, May, 2006
- Housing Authority of the County of Santa Clara, 2003.

Education

- BA from the California State University, Fresno, with a communications major.
- Masters of Management degree from University of Phoenix, May, 2006.

Certifications

- Project Management Professional®, certified by Project Management Institute
- Certified Lead Examiner for application of the Malcolm Baldrige National Quality Award Standards, UC Riverside Extension.
- Examiner for the U.S. National Quality Award in 2007
- Examiner and Senior Examiner for the California Quality Awards from 1995 to the present.

Professional Affiliations

- Chair of National Leadership Council, Government Division, American Society for Quality.
- Chair, Sacramento Council for Excellence, California Council for Excellence
- Member of the Consultants and Trainers Council, California Council for Excellence
- Member, Project Management Institute, Sacramento Valley Chapter.

Publications:

- Management Strategy: Creating Excellent Organizations, Trafford Publications, July, 2002.
- Facilitation Skills Remain a Critical Ingredient of World Class Performance, (Winter, 2008). Quality Management Forum, ASQ Quality Management Division. (Vol.34, No. 1). p1-4.
- Finding the Path from Smaller to Better: Why public managers must emphasize improvement in core services in response to reductions in resources and staff. ASQ Government Division News, Fall, 2010.
- Developing a Process Certification Standard for Government: A Missing Link for a Quality Revolution. ASQ Government Division News, Winter, 2011.
- Working Together for Quality in Government: Why an auditable standard of performance is a must for driving a quality initiative. ASQ Government Division News, Spring, 2011.
- Maintaining the Reality of Government as a Service: Why the quality profession rather than politics must be the agent for efficiency and effectiveness. ASQ Government Division News, Fall, 2011.
- The Lost Legacy of Quality in Government: That quality in government must always arise from an empowered workforce. ASQ Government Division News, Spring, 2011.

Judy Capaul

Profile

Ms. Capaul has 30 years of experience as a generalist and manager in human resources in public utilities, the California court system and human resource consulting for public sector and non-profit clients. Her specialties include change management, workforce planning, performance management, recruitment and selection, employment law training and leadership training. As a CPS HR consultant, Ms. Capaul has assisted multiple clients to develop or modify performance management policies, procedures, performance planning and appraisal templates, and employee and supervisory training. In the area of strategic workforce management, She has assisted clients to assess organizational strengths and areas in need of improvement for purposes of future planning.

Employment History

- Senior Consultant, CPS HR Consulting
- Managing Consultant, CPS HR Consulting
- Human Resources Manager, Sacramento Public Library
- Administrative Services Officer in Human Resources and Organizational Planning & Development, Sacramento Superior Court
- Manager of Recruitment and Selection, Sacramento Municipal Utility District (SMUD)
- Consultant, Selection Consulting Center

Professional Experience

- Member of the change management project team during the consolidation of the Sacramento Superior and Municipal Courts. Chaired and facilitated employee involvement team with the goal of improving job satisfaction during court consolidation. Served as project lead for the design, development, implementation, evaluation and maintenance of a court-wide mentor program.
- Facilitated the design and development and provided ongoing coordination of the Sacramento Superior Court's employee mentor program for job enrichment and career development.
- Assisted in the implementation of the performance management portion of SMUD's pay-for-performance system for approximately 750 professional and management employees. Responsibilities included supervisory training, constructing and analyzing employee surveys, recommending program revisions to executive management, and implementing program modifications.
- Manage the Merit Systems Services contract for CPS HR, providing classification, recruitment and selection services to 30 counties throughout California.
- Designed, developed and conducted employee training in various management topics including sexual harassment prevention, workplace diversity, interviewing skills and performance management, as well as technical HR topics.
- Qualified as an instructor for William Bridges' Organizational Transition courses and IPMA-HR's certification program Developing Competencies for HR Success.

Education

- MS Industrial and Organizational Psychology, San Diego State University.

Professional Certifications and Affiliations

- Certified as a Professional by the International Public Management Association – Human Resources (IPMA- CP)
- Certified as a Senior Professional in Human Resources by the Society of Human Resource Management, Life Membership bestowed June 1997 (SPHR)
- Qualified as instructor of Managing Organizational Transition and Managing Individual Transition by William Bridges and Associates
- Member of International Public Management Association-HR and American Society for Training and Development, National and Sacramento chapters

Presentations and Publications

- Frequent conference speaker on HR topics such as Workforce Planning, Succession Planning, HR Metrics, Recruiting and Retaining the Next Generation
- Regional trainer for the IPMA-HR Competency Model
- Pass Point Considerations, co-authored with William Donnoe, WRIPAC Monograph, 1992

Michael DeSousa

Profile

Michael DeSousa has over 25 years of human resources leadership in both the public and private sector. Mr. DeSousa's human resources background includes organizational leadership and project management in organizational assessment and analysis, work load assessment, employee surveys, performance management, meeting facilitation, training needs assessment, employee relations investigations, policy development, team-building, and management training.

Employment History

- Senior Consultant, CPS HR Consulting
- Training Administrator, EEO and Compliance Officer, San Joaquin RTD
- Senior Human Resources Manager, NEC Electronics Inc.
- Lecturer in communications and group dynamics, University of California, Davis

Professional Experience

- CPS HR projects for organizational development, work force assessment or training/development studies for the California Public Utilities Commission, Caltrans Division of Traffic Operations, City of Sacramento Department of General Services, CalSTRS, California Department of Public Health, Sonoma County Water Agency, State Compensation Insurance Fund, County of Kern, California Department of Corrections and Rehabilitation, California Department of Veterans Affairs, County Medical Services Program, County of Contra Costa, State of California HR Mod Project Training, City and County of San Francisco, California State Board of Equalization, California Department of Mental Health, Aptos/La Selva Fire District, Woodinville Fire and Safety District, California Department of Consumer Affairs, California Lottery, Napa Sanitation District, Western Municipal Water District, City of Santa Monica Fire Department, City of Garland, Texas, California Earthquake Authority, California Veterinary Medical Board, Texas Health and Human Services Commission, Coachella Valley Mosquito and Vector Control District
- Initiated all human resources and management training systems for a public transit district.
- Management trainer and group facilitator for U.S. subsidiaries of an international electronics conglomerate.
- Initiated first organizational assessment processes for a public transportation agency serving San Joaquin County.
- Developed employee and management training systems for a 2,200 employee manufacturing site.
- University instructor for courses in group dynamics, communications and media analysis

Education

- M.A., Organizational Communication, University of Iowa
- B.A. Communication and Media, University of Northern Iowa

Professional Development and Certification

- Trainer certification program, Sacramento State University.
- Certified management and supervisory trainer, Vital Learning Corporation
- Certified trainer in human resources and safety programs, Transportation Safety Institute, U.S. Department of Transportation
- Certified trainer in human resources programs, National Transit Institute, Rutgers University
- Statistical Process Control Tools, San Jose State University
- Facilitator certification, Interaction Associates Inc.
- Overseas Manager Training, NEC Management Institute, Tokyo, Japan
- Executive Program on Negotiation, Harvard University
- Continuing education in human resources and organizational development: University of California, Davis, San Jose State University, Sacramento State University
- Appreciative Inquiry On-Line Workshop, (Dr. David Cooperrider)

Professional Organizations

- Society for Human Resource Management
- Sacramento Area Organization Development Network
- American Society for Training and Development

Recent Presentations/Publications

- “Managing on a Rollercoaster: Work Force Planning in an Economic Crisis, State Association of County Auditors 2009 Conference, Berkeley, CA, April 16, 2009.
- “To Survey or Not Survey: Readiness for Organizational Surveys,” American Water Works Association, Spring Conference, California-Nevada Section, Hollywood, CA, April 1, 2010.
- “Measuring Employee Engagement,” California Association of Recreation and Park Districts Conference, May 15, 2010, Monterey, CA
- [With Clinton Kelly] “Organizational Surveys: Setting the Table for Employee Engagement in the Public Sector,” IPAC Conference 2012, July 23, 2012, Las Vegas, NV
- “Employee Surveys: Getting Results Through Effective Process,” Government Division News (ASQ e-newsletter) Spring 2012, vol. 15, no. 1.

Melissa Asher, PMP, SPHR

Profile

Ms. Asher has proven experience managing people, operations, and finances for the federal, state and local governments and for public and private sectors for multi-million dollar operations. She has a strong background in project management, accounting, and training and development. Ms. Asher's has experience in developing and implementing strategic plans and enterprise wide software solutions.

Professional Experience

- CPS HR Consulting - Manager, Training & Development Division
Manage a staff of over 50 employees, including instructors and office staff. Actively seek and develop partnerships to increase service capabilities resulting in partnerships with Franklin Covey, Information Mapping, California Special District Association, and CalHR. Write and respond to requests for proposals, quotations, and information. Create and implement a Business Development plan to diversity products and services and grow revenue. Create and manage multi-million dollar annual budget to meet organizational financial goals. Create and develop new training products based on needs assessment data. Represent CPS HR at industry conferences and association meetings.
- Assistant Manager, Training Services Division - Responsible for creation of budget and fiscal management of division. Supervised, hired and terminated staff as appropriate. Created and implemented Strategic Plan to diversify products and services, and client base. Responded to customer needs and developed cost proposals. Responsible for contract management and oversight. Prepared reports for management and participated in weekly management meetings. Oversaw all billing and collection efforts.
- Test Program Coordinator, Licensing and Certification Division - Managed a team of 7 employees and was responsible for administering 16 Licensing and Certification contracts totaling over \$7 million dollars in revenue. Worked directly with public sector clients to define and operationalize contract requirements. Prepared project cost estimates and budgets, timelines and scope of work for requests for proposals for existing and new clients. Managed budgets, timelines and scope of work for each contract. Created regular client reports including timelines, status reports, quarterly reports, and fee reports. Prepared written performance plans, wrote annual employee mid-year and annual reviews, and met with employees twice a year to discuss. Organized division wide customer service training and cross functional training within my team. Hired and terminated staff as necessary to staff up and down projects. Assisted in the research of market potential and preparation of strategic plan.
- Test Program Technician, Licensing and Certification Division - Secured test sites, proctors, facilities and equipment. Recruited, trained, scheduled and evaluated proctors and examiners. Coordinated the preparation, assembly, and shipping of test materials. Oversaw candidate data entry, scheduling, test scoring and candidate communications. Generated scheduling, scoring, and appeal letters. Created standard and ad hoc client reports per contract requirements and as requested. Developed template for Standard Operating Procedure manuals and oversaw the creation of 30 manuals documenting Licensing and Certification project procedures. Researched and developed on-line and classroom based Microsoft Office training program. Documented phone and voicemail system to enable transition to Cisco phone system.

- ExecuTrain, Sacramento - Director of Operations Managed staff of over 50 instructors, office staff and sales people. Scheduled resources to meet business needs and ensure successful delivery of computer training products and services for 7 offices in 3 states, California, Nevada and Arizona. Conducted regular staff and executive meetings to assess existing program effectiveness and develop strategic plans. Oversaw the creation of a customized registration and billing system allowing centralization of key office processes. Worked directly with private and public sector clients to assess their workforce development training needs and prepared requests for proposals. Coordinated employee retention and training and development efforts including annual team building events and holiday dinner. Collaborated in creation of annual budget and revenue forecasts. Oversaw and coordinated marketing efforts, including website and other media.
- Office Manager - Supervised staff of 30 instructors and office personnel. Responsible for invoicing, accounts payable, and accounts receivable. Scheduled resources to meet business needs and ensure successful delivery of computer training products and services to the Sacramento, Fairfield and Reno offices. Managed human resource functions such as hiring/termination, medical benefits, AFLAC, 401(k) administration, leave management, on-boarding and exit interviews. Managed courseware inventory to maximize cash flow. Administered certification tests as a Certified Prometric Test Administrator and maintained the Sacramento site as a Testing Center. Responsible for negotiating leases and purchasing all necessary office equipment and supplies. Primary liaison for service vendors.

Education

- B.A., International Relations, University of California, Davis, Graduated Summa Cum Laude
- Project Management Professional Certification, Project Management Institute
- Senior Professional in Human Resources Certification, HR Certification Institute
- Accounting Career Certificate, Sacramento City College, Sacramento

Professional Affiliations and Recognition

- American Society for Training and Development (ASTD)
- Society for Human Resource Management (SHRM)
- Value Added Employee of the Year Award 2007/2008 - CPS HR Consulting
- Small Water Systems Expense Reimbursement Grant Program Presenter - AWWA Annual Conference 10/06, Cal-TAP Small Water Systems Fair 8/07
- California Special District Association Presenter – Annual Conference 2011 – Strategic Workforce Planning; Annual Conference 2012 – Performance Management Using a Logic Model

Business Organization and Authority of Individuals to Sign Contracts

COOPERATIVE PERSONNEL SERVICES DBA CPS HR CONSULTING

RESOLUTION AUTHORITY TO CONTRACT

Whereas, Cooperative Personnel Services is a joint powers agency organized to do business with government and non-profit agencies throughout the world; and

Whereas, the following agencies represented on the Board of Directors of the above-named joint powers agency:

East Bay Municipal Utility District
City of Las Vegas
Sacramento County
City of Anaheim
Hayward Unified School District
City University of New York
City/County of San Francisco
State of Georgia
Montgomery College
City of Plano
County of Pinellas

then be it

Resolved, that by the Board as of June 8, 2012, the above-named Board agencies have authorized the Chief Executive Officer of Cooperative Personnel Services to enter into Agreements with the State of California, other governmental agencies, and non-profit organizations for the provision of human resource and related management services as authorized under Section 2 of the CPS Joint Powers Agreement unless or until such authority is revoked by the Board; and be it further:

Resolved, that by the above-mentioned date, the Chief Executive Officer has been authorized to delegate execution of such Agreements to employees of CPS for and on behalf of Cooperative Personnel Services.

RESOLUTION # 12-04
RESOLVED BY THE BOARD OF DIRECTORS
CPS HR CONSULTING
AT THE JUNE 8, 2012 MEETING

MOTION: DEVINE, SACRAMENTO COUNTY
SECOND: NISHITA, EAST BAY MUD



VOTE:	CITY OF ANAHEIM	AYE
	EAST BAY MUD	AYE
	SACRAMENTO COUNTY	AYE
	CITY UNIVERSITY OF NEW YORK	AYE
	CITY OF LAS VEGAS	AYE
	STATE OF GEORGIA	AYE
	MONTGOMERY COLLEGE	AYE
	CITY OF PLANO	AYE
	COUNTY OF PINELLAS	AYE
	SAN FRANCISCO CITY/CO	ABSENT
	HAYWARD USD	ABSENT

CERTIFIED:



SECRETARY, BOARD OF DIRECTORS

DATED: 6/18/2012

Delegation of Authority

To Whom it May Concern:

By means of this letter, I, Jerry Greenwell, Chief Executive Officer, delegate the authority herein described, to the CPS employees listed on Attachment A on the following terms and conditions:

1. The designated employees may review and execute, on my behalf, all documents named and in such amounts as listed in Attachment A.
2. The effective date of this delegation is November 14, 2012 and shall run until revoked by me, my successor or the Board of Directors.
3. The authority delegated is not subject to sub-delegation without my prior and express written consent.
4. This delegation is made pursuant to Cooperative Personnel Service's Joint Powers Authority and Signature Authority Policy.



Signature (Delegating official)

Gerald Greenwell, CEO

Name and Title

11/14/2012

Date

Attachment A

Connie Champnoise, Practice Leader: Review and execute all client agreements, subcontracts, project notices and proposals for Emerging and Local Markets. This authority is not to exceed \$10,000,000.

Deborah Cousins, Contracts Manager: Review and execute all documents required to procure and administer the necessary and appropriate insurance policies and coverage for CPS. Review and execute all test site and conference space rental agreements. This authority is not to exceed \$1,000,000.

Tim Howald, Practice Leader: Review and execute all client agreements, subcontracts, project notices and proposals for the Federal Practice. This authority is not to exceed \$10,000,000.

Roger Ganse, Practice Leader: Review and execute all client agreements, subcontracts, project notices and proposals for the State Practice. This authority is not to exceed \$10,000,000.

Jeff Hoyer, Senior Leader: Review and execute all client agreements, subcontracts, project notices and proposals. This authority is not to exceed \$10,000,000.

Linda Kegerreis, Chief Workforce Officer: Review and execute all documents and agreements related to Human Resource services. Review and execute all client agreements, subcontracts, project notices and proposals as well as general contractual agreements. Review and execute all documents required to procure and administer the necessary and appropriate insurance policies and coverage for CPS. This authority is not to exceed \$10,000,000.

Sandy MacDonald-Hopp, Director of Finance: Review and execute all client agreements, subcontracts and project notices as well as general contractual agreements. This authority is not to exceed \$10,000,000.

Vicki Quintero-Brashear, Test Rental Manager: Review and execute all test rental agreements utilizing CPS' standard Test Rental Agreement template. This authority is not to exceed \$5,000,000.



Section 8: Exceptions

8.A. RFP Exceptions

CPS HR Consulting takes no exception to any part of the Request for Proposal.

8.B. Contract Exceptions

CPS HR Consulting takes no exception to any part of the sample contract provided as Part D of the RFP.



Section 9: Required Forms

PROPOSER'S/BIDDER'S CERTIFICATION

THE UNDERSIGNED HEREBY CERTIFIES:

1. That the only persons or parties interested in this bid as principals are the following:

Cooperative Personnel Services dba CPS HR Consulting is a Joint Powers Authority (government).

Note: If the Proposer/Bidder is a corporation, give the name of the corporation and the name of its president, secretary, treasurer, and manager. If a co-partnership, give the name under which the co-partnership does business and the names and addresses of all co-partners. If an individual, state the name under which the contract is to be drawn.

2. That this Proposal/Bid is made without collusion with any other person, firm or corporation. That the prices quoted herein have been arrived at independently without consultation, communication, or agreement with any other Proposer/Bidder or competitor for the purpose of restricting competition.
3. That the Proposer/Bidder has carefully examined the entire solicitation document, and makes this bid in accordance therewith.
4. That, if this Proposal/Bid is accepted, the Proposer/Bidder will enter into a written contract for the performance of the proposed work with the County of Los Angeles.
5. That the Proposer/Bidder proposes to enter into such contract and to accept in full payment for the work actually done thereunder the prices shown in this bid.

In accordance with Section 4.32.010 of the Los Angeles County Code, the undersigned hereby certifies and agrees that all persons employed by such firm, its affiliates, subsidiaries, or holding companies are and will be treated equally by the firm without regard to or because of race, religion, ancestry, national origin, or sex and in compliance with all anti-discrimination laws of the United States of America and the State of California.

BIDDER/PROPOSER CERTIFICATION

(Please circle)

- | | | |
|--|-------------------------------------|----|
| 1. The Proposer/Bidder has a written policy statement prohibiting discrimination in all phases of employment. | <input checked="" type="checkbox"/> | No |
| 2. The Proposer/Bidder periodically conducts a self-analysis or utilization of its work force. | <input checked="" type="checkbox"/> | No |
| 3. The Proposer/Bidder has a system for determining if its employment practices are discriminatory against protected groups. | <input checked="" type="checkbox"/> | No |
| 4. Where problem areas are identified in employment practices, the Proposer/Bidder has a system for taking reasonable corrective action to include establishment of goals or timetables. | <input checked="" type="checkbox"/> | No |

FIRM/CORPORATE NAME Cooperative Personnel Services dba CPS HR Consulting

Signed: _____

Name: Linda Kegerreis Title Chief Workforce Officer

Address: 241 Lathrop Way, Sacramento, CA 95815

Employer ID No. 68-0067209

LOS ANGELES COUNTY/COMMUNITY BUSINESS ENTERPRISE (LAC/CBE) SANCTIONS

1. A person or business shall not:
 - a. Knowingly and with the intent to defraud, fraudulently obtain, retain, attempt to obtain or retain, or aid another in fraudulently obtaining or retaining or attempting to obtain or retain, acceptance or certification as a minority or women business enterprise, or both, for the purposes of this article.
 - b. Willfully and knowingly make a false statement with the intent to defraud, whether by affidavit, report, or other representation, to a County official or employee for the purpose of influencing the acceptance or certification or denial of acceptance or certification of any entity as a minority or women business enterprise, or both.
 - c. Willfully and knowingly obstruct, impede, or attempt to obstruct or impede, any County official or employee who is investigating the qualifications of a business entity which has requested acceptance or certification as a minority or women business enterprise, or both.
 - d. Knowingly and with intent to defraud, fraudulently obtain, attempt or obtain, or aid another person or business in fraudulently obtaining or attempting to obtain, public moneys to which the person or business is not entitled under this article.
2. Any person or business that violates paragraph one (1) shall be suspended from bidding on, or participating as contractor, subcontractor, or supplier in, any county contract or project for a period of three years.
3. No County agency with the powers to award contracts shall enter into any contract with any person or business suspended for violating this section during the period of the person's or business' suspension. No awarding department shall award a contract to any contractor utilizing the services of any person or business as a subcontractor suspended for violating this section during the period of the person's or business suspension

I acknowledge that the undersigned, on behalf of himself or herself individually and on behalf of his or her business or organization, if any, is fully aware of the above policy of the County of Los Angeles and I declare under penalty of perjury that the foregoing Firm/Organization Information is true and correct.

FIRM NAME: Cooperative Personnel Services dba CPS HR Consulting

SIGNED: _____

TITLE: Chief Workforce Officer

DATE: _____

KR/INFOFORM:REV.2/95

CERTIFICATON OF LOBBYIST REQUIREMENTS

(County Ordinance No. 96-0045)

Los Angeles County Lobbyist Ordinance No. 96-0045 became effective October 11, 1996 and requires each person who applies for a County contract, license, permit, grant or franchise to certify that he is familiar with the requirements of the Ordinance. All persons acting on behalf of the applicant must also certify that they have complied and will continue to comply with the requirements of this Ordinance through the application process.

Please submit this certification form with your application for a County contract, license, permit, grant or franchise.

I hereby certify that I am familiar with the requirements of Ordinance No. 96-0045. I further understand that the making of such a certification, and compliance with this Ordinance, is required before the granting of the requested contract, license, permit, grant or franchise.

CPS HR Consulting understands that our submission of this proposal in response to the RFP certifies that any County lobbyist retained by the proposer is in full compliance with County Ordinance No. 96-0045. However, CPS HR does not retain lobbyists.

Applicant's Signature _____

Applicant's Name: Linda Kegerreis for Cooperative Personnel Services dba CPS HR Consulting

Date: _____

PERMIT or LICENSE NUMBER(s) _____

The following applies to lobbyist, lobby firms, and lobbyist employers:

LOBBYIST NAME: _____

LOBBYIST ADDRESS: _____

CHILD SUPPORT COMPLIANCE PROGRAM CERTIFICATION

Los Angeles County Code Chapter 2.200 establishes the Los Angeles County Child Support Compliance Program. This Program requires the County to provide certain information to the Child Support Services Department (CSSD) concerning its employees and business licensees. It further requires that bidders or proposers for County contracts submit certifications of Program compliance to the soliciting County department along with their bids or proposals. (In an emergency procurement, as determined by the soliciting County department, these certifications may be provided immediately following the procurement.)

IN ORDER TO COMPLY WITH THIS REQUIREMENT, COMPLETE THIS FORM AND SUBMIT IT DIRECTLY TO THE SOLICITING COUNTY DEPARTMENT ALONG WITH YOUR BID OR PROPOSAL. IN ADDITION, PROVIDE A COPY TO THE CHILD SUPPORT SERVICES DEPARTMENT AT THE ADDRESS OR FAX NUMBER SHOWN BELOW. SOLE PRACTITIONER MEMBERS OF AN ASSOCIATION MUST COMPLETE AND SUBMIT INDIVIDUAL FORMS.

I, (print name as shown in bid or proposal) Linda Kegerreis, hereby submit this certification to the (County Department) Chief Executive Office, pursuant to the provisions of County Code Section 2.200.060, and hereby certify that (contractor or association name as shown in bid or proposal) Cooperative Personnel Services dba CPS HR Consulting, an independently owned or franchiser owned business (circle one) a California Joint Powers Authority (government), located at 241 Lathrop Way, Sacramento, CA 95815 is in compliance with Los Angeles County's Child Support Compliance Program and has met the following requirements:

- 1) Submitted a completed Principal Owner Information Form to the Child Support Services Department;
- 2) Fully complied with employment and wage reporting requirements as required by the Federal Social Security Act (42 USC Section 653a) and/or California Unemployment Insurance Code Section 1088.5 and will continue to comply with such reporting requirements;
- 3) Fully complied with all lawfully served Wage and Earnings Withholding Orders or Notices of Wage and Earnings Assignment, pursuant to Code of Civil Procedure Section 706.031 and Family Code Section 5246(b) or pursuant to applicable provisions of the Uniform Interstate Family Support Act, and will continue to comply with such Orders or Notices.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this _____ day of _____
(month and year)

At: Sacramento, California (City/State) (916) 471-3470 (Telephone No.)

By: _____
(Signature of a principal owner, an officer, or manager responsible for submission of the bid or proposal to the County.)

Copy to: **Child Support Services Department**
Special Projects
P.O. Box 911009
Los Angeles, CA 90091-1009
FAX: (323) 869-0634 Telephone: **(323) 832-7277 or (323) 832-7276**

PRINCIPAL OWNER INFORMATION FORM

Los Angeles County Code Chapter 2.200 establishes the Los Angeles County Child Support Compliance Program. This Program requires the County to provide certain information to the Child Support Services Department (CSSD) concerning its employees and business licensees. It further requires that bidders or proposers for County contracts provide directly to the Child Support Services Department information concerning their "Principal Owners," that is, those natural persons who own an interest of 10 percent or more in the Contractor. For each "Principal Owner," the information which must be provided to the Child Support Services Department is: 1) the Principal Owner's name, 2) his or her title, and 3) whether or not the Contractor has made a payment of any sort to the Principal Owner.

IN ORDER TO COMPLY WITH THIS REQUIREMENT, COMPLETE THIS FORM AND SUBMIT IT DIRECTLY TO THE CHILD SUPPORT SERVICES DEPARTMENT AT THE ADDRESS OR FAX NUMBER SHOWN BELOW ON OR BEFORE THE DATE YOU SUBMIT A BID OR PROPOSAL TO A COUNTY DEPARTMENT. MAINTAIN DOCUMENTATION OF SUBMISSION. SOLE PRACTITIONER MEMBERS OF AN ASSOCIATION MUST COMPLETE AND SUBMIT INDIVIDUAL FORMS.

In addition, bidders or proposers must certify to the soliciting County department that they are in full compliance with the Program requirements by submitting the Child Support Compliance Program Certification along with the bid or proposal.

To: Child Support Services Department
 Special Projects
 P.O. Box 911009
 Los Angeles, CA 90091-1009
 FAX: (323) 869-0634

Telephone: (323) 832-7277 or (323) 832-7276

Contractor or Association Name as Shown on Bid or Proposal: Cooperative Personnel Services dba CPS HR Consulting

Contractor or Associated Member Name, if Contractor is an Association:

N/A

Contractor or Associated Member Address: 241 Lathrop Way
Sacramento, CA 95815

Telephone: (916) 471-3370 Fax: (916) 263-3614
 County Department Receiving Bid or Proposal: Chief Executive Office

Type of Goods or Services To Be Provided: Strategic Planning and Related Services

Contract or Purchase Order No. (if applicable): N/A

Principal Owners: Please check appropriate box. If box I is checked, no further information is required. Please sign and date the form below.

- I. No natural person owns an interest of 10 percent or more in this Contractor.
- II. Required principal owner information is provided below. (Use a separate sheet if necessary.)

	Name of Principal Owner	Title	Payment Received From Contractor	
1.	_____	_____	[YES]	[NO]
2.	_____	_____	[YES]	[NO]
3.	_____	_____	[YES]	[NO]

I declare under penalty of perjury that the foregoing information is true and correct.

By: _____ Date: _____

(Signature of a principal owner, an officer, or manager responsible for submission of the bid or proposal to the County.)

Linda Kegerreis Chief Workforce Officer

(Print Name)

(Title/Position)

**CONSULTANT SERVICES
CLIENT REFERENCE FORM
(Submit at least three references)**

Proposer Firm: Cooperative Personnel Services dba CPS HR Consulting	
NAME OF COMPANY TO PROVIDE REFERENCE California Department of Consumer Affairs Office of Human Resources	PHONE (916) 574-7172
ADDRESS 1625 N. Market Street Sacramento, CA 95814 brian_stiger@dca.ca.gov	FAX 213-687-0233
CONTACT PERSON Brian Stiger Sandra Mayorga	TITLE Agency Director Personnel Officer
PHONE NUMBER Brian Stiger: (916) 574-7172 Sandra Mayorga: (916) 574-8301	
PERIOD OF SERVICE February 2010 through February 2011	

Types of Services Provided: (Indicate types of services proposer provided to the above reference, scope of project, and time frames given in which to complete the work. References should clearly relate to the services Proposer would provide in response to this RFP.)

CPS HR conducted a review of the Office of Human Resources (OHR) of the California Department of Consumer Affairs (DCA). The DCA consists of 2,615 personnel who staff more than 40 bureaus, programs, boards, committees, commissions, and other entities that license and enforce more than 2.4 million practitioners in California in more than 255 professions. The DCA protects licensees from unfair competition and consumers from unlicensed practitioners. Working under Jeff Hoye’s guidance, a team of four consultants completed what for Director, Brian Stiger deemed to be a sound organizational assessment and appreciated the recommended systemic changes.

The OHR provides full-service human resources support for the employees within the Department of Consumer Affairs (DCA), including Classification and Pay, Selection Services, Personnel Transactions, Health and Safety Services, Equal Employment Opportunity and Labor Relations. OHR’s clients (i.e., the consumer boards, bureaus and commissions) expressed dissatisfaction with OHR services. CPS HR Consulting was engaged to determine the root cause of the dissatisfaction and to identify possible solutions for the executive management team to implement. The project assessed OHR services from the perspectives of three separate stakeholder groups: DCA line program managers and supervisors (OHR’s principal clients); Personnel Liaisons (the critical linkage between the line managers and OHR); and OHR (its managers and staff). The assessment used customized surveys and questionnaires, focus groups, and individual interviews involving representatives of all three stakeholder groups.

The project identified the basis for stakeholder dissatisfaction with OHR services; the basis for the apparent tension and stress in the OHR work environment; relationships between problem areas and effective services to line programs; and HR processes that seemed to be working well and those that were not. The final report contained numerous recommendations in response to the issues raised by all DCA stakeholders. This work became a valuable roadmap for a newly appointed HR Director and the executive leadership to plan future changes in operations.

**CONSULTANT SERVICES
CLIENT REFERENCE FORM
(Submit at least three references)**

Proposer Firm: Cooperative Personnel Services dba CPS HR Consulting	
NAME OF COMPANY TO PROVIDE REFERENCE National Institutes of Health, National Institute of Allergy and Infectious Diseases (NIAID) Office of Workforce Effectiveness and Resource (OWER)	PHONE (301) 496-7291 or (301) 451-4328
ADDRESS 10401 Fernwood Bl Fern Bldg Rm 2SE63 MS 4828 Bethesda, MD 20817 juli.brown@nih.gov	FAX (301) 480-1599
CONTACT PERSON Ms. Juli Brown	TITLE Director
PHONE NUMBER (301) 496-7291 or (301) 451-4328	
PERIOD OF SERVICE September 2002 through December 2012	

Types of Services Provided: (Indicate types of services proposer provided to the above reference, scope of project, and time frames given in which to complete the work. References should clearly relate to the services Proposer would provide in response to this RFP.)

CPS HR Consulting has been providing strategic human resource management support to the Office of Workforce Effectiveness and Resources (OWER) and the National Institute of Allergy and Infectious Diseases (NIAID) within the National Institutes of Health (NIH) for the last five years. CPS HR has engaged with NIAID across a number of human capital management elements over the years to assist NIAID and OWER in accomplishing its mission and strategic goals.

CPS HR has assisted OWER with implementing cutting edge programs such as workforce and succession planning, competency management and the establishment of a repository of NIAID HR policies and procedures as well as implementing those that are mandated like Hiring Reform and performance management.

To assist OWER in ensuring that these programs, projects and activities meet NIAID HR needs and requirements, CPS HR recommended and continues to support OWER's leadership of the NIAID Human Resources Working Group (HRWG). This cross-Institutional Group addresses both strategic and operational issues including the development and enhancement of human capital programs and streamlined practices and the issuance of human capital guidance.

Succession Plan Activities at NIAID: CPS HR has supported the NIAID development of a Succession Planning Program for the past four years. CPS HR had significantly contributed to the planning, development, and delivery of the Institute-wide plan and supporting an Intramural Division (DIR) in their Succession Planning efforts, which won a National Institutes of Health/Departmental level award for its success. Specifically, CPS HR supported strategic conversations to plan for succession planning activities, provided a host of tools, job aids and templates to guide and develop succession planning activities, and data analysis support.

**CONSULTANT SERVICES
CLIENT REFERENCE FORM
(Submit at least three references)**

Proposer Firm: Cooperative Personnel Services dba CPS HR Consulting	
NAME OF COMPANY TO PROVIDE REFERENCE City of Seattle, Washington	PHONE (206) 684-4196
ADDRESS 700 5th Avenue, Ste. 5400 PO Box 34028 Seattle, WA 98124-4028 Pam.Inch@seattle.gov	FAX (206) 684-4157
CONTACT PERSON Pam Inch	TITLE Manager, Employment Services
PHONE NUMBER (206) 684-4196	
PERIOD OF SERVICE August 2011 through December 2012	

Types of Services Provided: (Indicate types of services proposer provided to the above reference, scope of project, and time frames given in which to complete the work. References should clearly relate to the services Proposer would provide in response to this RFP.)

CPS HR worked with the City of Seattle on their performance management excellence training initiative. The focus of the curriculum was aligning performance management efforts with city initiatives and creating objective measures that can be reported and tracked by employees and citizens via the City of Seattle's website. This project included working with the City to create a customized curriculum tailored to the city environment, including explanation and practice using a logic model. This approach was devised to increase transparency for citizens, create department goals and objectives aligned with the City's overall strategy, and improve reporting through the City's website dashboards.

Through a series of three courses, we trained over 350 City employees in the model, scoring 4.0 or higher on a five point scale. The half day classes were designed to be interactive and experiential with a final outcome of departmental goals and objectives.

**COUNTY OF LOS ANGELES CONTRACTOR EMPLOYEE JURY SERVICE PROGRAM
APPLICATION FOR EXCEPTION AND CERTIFICATION FORM**

The County’s solicitation for this contract/purchase order (Request for Proposal or Invitation for Bid) is subject to the County of Los Angeles Contractor Employee Jury Service Program (Program) (Los Angeles County Code, Chapter 2.203). **All bidders or proposers, whether a contractor or subcontractor, must complete this form to either 1) request an exception from the Program requirements or 2) certify compliance.** Upon review of the submitted form, the County department will determine, in its sole discretion, whether the bidder or proposer is excepted from the Program.

Company Name: Cooperative Personnel Services dba CPS HR Consulting		
Company Address: 241 Lathrop Way		
City: Sacramento	State: CA	Zip Code: 95815
Telephone Number: (916) 471-3370		
Solicitation for (Type of Goods or Services): Strategic Planning and Related Services		

If you believe the Jury Service Program does not apply to your business, check the appropriate box in Part I (attach documentation to support your claim); or, complete Part II to certify compliance with the Program. Whether you complete Part I or Part II, please sign and date this form below.

Part I: Jury Service Program Is Not Applicable to My Business

- My business does not meet the definition of “contractor,” as defined in the Program as it has not received an aggregate sum of \$50,000 or more in any 12-month period under one or more County contracts or subcontracts (this exception is not available if the contract/purchase order itself will exceed \$50,000). I understand that the exception will be lost and I must comply with the Program if my revenues from the County exceed an aggregate sum of \$50,000 in any 12-month period.**
- My business is a small business as defined in the Program. It 1) has ten or fewer employees; and, 2) has annual gross revenues in the preceding twelve months which, if added to the annual amount of this contract, are \$500,000 or less; and, 3) is not an affiliate or subsidiary of a business dominant in its field of operation, as defined below. I understand that the exemption will be lost and I must comply with the Program if the number of employees in my business and my gross annual revenues exceed the above limits.**

“Dominant in its field of operation” means having more than ten employees, including full-time and part-time employees, and annual gross revenues in the preceding twelve months, which, if added to the annual amount of the contract awarded, exceed \$500,000.

“Affiliate or subsidiary of a business dominant in its field of operation” means a business which is at least 20 percent owned by a business dominant in its field of operation, or by partners, officers, directors, majority stockholders, or their equivalent, of a business dominant in that field of operation.

- My business is subject to a Collective Bargaining Agreement (attach agreement) that expressly provides that it supersedes all provisions of the Program.**

OR

Part II: Certification of Compliance

- My business has and adheres to a written policy that provides, on an annual basis, no less than five days of regular pay for actual jury service for full-time employees of the business who are also California residents, or my company will have and adhere to such a policy prior to award of the contract.**

I declare under penalty of perjury under the laws of the State of California that the information stated above is true and correct.

Print Name: Linda Kegerreis	Title: Chief Workforce Officer
Signature:	Date:



Appendix A: FY2012 Audited Financial Statement
