

# CPS HR CONSULTING

## First Amendment to CONSULTING SERVICES AGREEMENT Recruitment and Selection Services

THIS FIRST AMENDMENT (this "Amendment") is made by and between Cooperative Personnel Services dba CPS HR Consulting, ("CPS HR") located at 2450 Del Paso Road, Ste 220, Sacramento, California, 95834 and the Lake County ("Client") with offices at 225 N. Forbes St., Lakeport, CA 95453.

Whereas, CPS HR and Client have entered into the Agreement (as defined below); and

Whereas, CPS HR and Client desire to modify the Agreement on the terms and conditions set forth herein;

Now, therefore, CPS HR and Client agree as follows:

1. **Definitions:** The following definitions shall apply to this Amendment:
  - (a) **Agreement.** The term "Agreement" shall mean the Agreement dated October 2, 2017 by and between CPS HR and Client.
  - (b) **Other Terms.** Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.
  
2. **Modifications to the Agreement.** The Agreement is hereby modified as follows:
  - (a) **Exhibit A, Section 1.** The services section will be updated to include the proposal (Attachment 2) dated March 27, 2018 for additional services per the Client's request.
  - (b) **Exhibit A, Section 4.** Service Fees will be updated to included the following rate table for additional services. Total not to exceed amount will increase by \$56,135 for a total not to exceed of \$81,135.

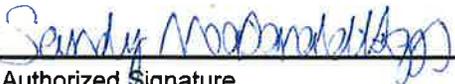
Estimated Cost (per recruitment)		
Deliverable	Hours	Extended Price
Develop Recruitment Plan	4 hours @ \$105	\$420
Consultation with SMEs and creation of job announcement	6 hours @ \$105	\$630
Distribution of job announcement and placement of ads	5 hours @ \$80	\$400
Review and process applications <sup>1</sup>	6 hours @ \$105	\$630
Development of supplemental application questions and rating criteria; and either rating of supplemental questions or facilitation of rating panel. (OPTIONAL)	4 hours @ \$105	TBD
Candidate communication and candidate correspondence	2 hours @ \$105	\$210
	1 hours @ \$80	\$80
Oral Exam Development	10 hours @ \$105	\$1,050
	2 hours @ \$80	\$160
Oral Exam Administration	10 hours @ \$75	\$750
	6 hours @ \$75	\$450
	\$250 for travel expenses	\$250
List Certification	1 hour @ \$105	\$105
Project Management:		
• Client Meetings	• Quality Control	
• Project Updates	• Reporting	
• Communication	8 hours @ \$110	\$880
Print ad costs	TBD	TBD
<i>Estimated Cost (per recruitment)</i>		\$6,015
<i>Total Estimated Cost for nine (9) additional recruitments*</i>		\$54,135

1. The budget is based on a maximum candidate count of 25 applicants.
2. The Total Estimated Cost (per recruitment) above is for professional service costs only; it does not include consultant travel expenses since it is our assumption that telephone conference calls or LiveMeeting would be used as the primary communication/meeting format. Actual out-of-pocket reimbursable expenses for such items as advertising, printing/copying, postage/delivery charges, and related fees will be billed directly to the County for actual expenses incurred. CPS HR will obtain prior approval from the County for all direct costs not to exceed \$2,000.
3. **Effective Date.** Each of the modifications set forth in Section 2 shall be effective on and after March 28, 2018.
4. **Legal Effect.** Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, CPS HR and CLIENT have executed this Amendment as of the date below.

**Cooperative Personnel Services dba  
CPS HR Consulting**

**Lake County**

By:   
Authorized Signature

By: \_\_\_\_\_  
Authorized Signature

Name: Sandy MacDonald-Hopp

Name: Carol J. Huchingson

Title: Chief Financial Officer

Title: County Administrative Officer

**Approved as to Form:**

Anita L. Grant  
County Counsel



### Overview of Services and Capabilities

CPS HR believes in an integrated, systems-based approach to talent management and provides consulting in all of the key areas listed below.



CPS HR CONSULTING SERVICES	
<b>ORGANIZATIONAL STRATEGY</b>	<b>TESTING, RECRUITMENT &amp; SELECTION</b>
<ul style="list-style-type: none"> <li>● Workforce &amp; Succession Planning</li> </ul>	<ul style="list-style-type: none"> <li>● Job Analysis</li> </ul>
<ul style="list-style-type: none"> <li>● Organizational Assessment, Redesign and Re-Engineering</li> </ul>	<ul style="list-style-type: none"> <li>● Develop/Deliver Assessment Center Services</li> </ul>
<ul style="list-style-type: none"> <li>● Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Executive Search</li> </ul>
<ul style="list-style-type: none"> <li>● Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>● Test Development</li> </ul>
<ul style="list-style-type: none"> <li>● Change Management</li> </ul>	<ul style="list-style-type: none"> <li>● Test Administration</li> </ul>
<ul style="list-style-type: none"> <li>● Complaint Investigations &amp; HR Outsourcing</li> </ul>	
<b>CLASSIFICATION AND COMPENSATION</b>	<b>TRAINING AND DEVELOPMENT</b>
<ul style="list-style-type: none"> <li>● Classification</li> </ul>	<ul style="list-style-type: none"> <li>● Training</li> </ul>
<ul style="list-style-type: none"> <li>● Compensation</li> </ul>	<ul style="list-style-type: none"> <li>● Coaching</li> </ul>
	<ul style="list-style-type: none"> <li>● Accelerated Leader 360° Assessment™</li> </ul>
	<ul style="list-style-type: none"> <li>● Leadership Development</li> </ul>

## Experience

CPS HR is uniquely qualified to provide these services to the County of Lake. Through a standard agreement with the State of California Department of Human Resources (Cal HR), CPS HR has operated, for the last twenty-five years, the Merit System Services program (MSS) which directly administers, or oversees compliance with, personnel programs for county social services and child support services programs. Cal HR and CPS HR work collaboratively and in close partnership to deliver services to our joint clients. MSS currently serves approximately 62,000 employees in county social services and 7,800 in county child support services departments throughout California's fifty-eight counties.

- Twenty-Five (25) counties are Interagency Merit System (IMS) agencies for whom MSS provides direct personnel services such as recruitment and selection, examination services, position classification, seniority calculation and consulting in compliance with LAPS, federal merit principles, and county specific rules.
- Over the last five years, the annual recruitment statistics for the program have varied widely based upon economic conditions and the supply/demand for labor; the low end of the annual recruitment range is approximately 400 and the high end of the range is approximately 1,000. CPS HR's ability to manage the financial and staffing resources of this program reflect the "scalability" of our approach to providing these services.

Within these county recruitments, CPS HR consultants work with departmental subject matter experts (SMEs) to develop recruitment and examination plans, and prepare and post job announcements, including customized brochures for specialized, hard-to-fill positions. Applications are filed on-line and our consultants screen the applications, develop examinations, and assist the departments with exam administration. CPS HR then compiles candidate scores and presents the department with a list of eligible candidates. Our automated systems, and our internal procedures and processes are all compliant with the merit principles which serve as the foundation for sound and equitable human resource practices. We encourage you to visit our Merit System Services website at [www.mss.ca.gov](http://www.mss.ca.gov) so you may assess our capabilities in meeting audit and compliance needs within local government.

It is important to note that while the services presented in this proposal would be provided through CPS HR, all proposed services and operations will be subject to, and compliant with, the County of Lake's policies and procedures.

# Recruitment and Selection Services

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## Recruitment Assumptions

To accomplish the requested objectives for the County, we have assumed the following:

- An initial applicant group of an average of twenty-five (25) candidates per recruitment with an average of 70 recruitments per year; the cost is based on recruitment data for Lake County that is covered under the Merit contract. Should the County have a higher or lower average candidate count, we can refine our typical costing based on that data.
- Use of County provided job analyses or the classification specification and exam plans to support the job relatedness of final selection materials.
- Use of the County's online applicant tracking system; our budget presumes that the NEOGOV system automatically generates all candidate correspondence such as pass/fail notices, interview scheduling letters, etc. and that these are not manual processes.
- The County will provide oral panel members, rather than CPS HR, to minimize travel time and expenses. CPS HR will provide the panel chair. Use of the County's multiple choice written exams; however, should the County wish to rent an exam through CPS HR's test rental group, we can provide costs for doing so on a case-by-case basis.
- Use of an oral exam process/questions developed by CPS HR in conjunction with County SMEs (where appropriate).
- The costing in **Table 1** does not include test administration costs for proctors and facilities, nor do they include the cost of oral panel chairs, etc. These services are presented in the Test Administration section of this proposal.
- The cost of any advertising is not included in the proposed cost, and will be reimbursed to CPS HR on a pass-through basis, or paid for directly by the County.

The tasks and accountabilities for a standard recruitment process are described in **Table 1** which follows.

## Standard Recruitment Process

Table 1 - Standard Recruitment Process	
Tasks	Responsible Party
<b>Client Specific Program Initiation</b> – Become familiar with County rules, organization, and recruitment/examination processes	CPS HR
<b>Recruitment Initiation/Overview</b> – Conduct an overview of the position (obtain classification specification and/or existing job analysis); review any previous recruitment plan and client goals for (i) outreach (web posting and print ads); (ii) announcement style; (iii) exam plan; and (iv) requirements of list certification/data	CPS HR
<b>Consultation</b> – Consult with stakeholders and SMEs to accomplish the following tasks: (i) gain sufficient knowledge of the position for selection purposes; (ii) review County’s selection plan (e.g., written, practical, oral, etc.) and confirm with stakeholders/SMEs; and (iii) coordinate selection materials	CPS HR/County/SMEs
<b>Job Announcement Development</b> – Create job announcement/recruitment materials (standard announcement-style flyer, customized booklet-style brochure with color photos); create supplemental screening questions with scoring criteria, as needed	CPS HR
<b>Job Announcement Distribution/Outreach</b> – Distribute job announcement; electronically post the recruitment announcement and remove on the final filing date; develop and place print or web ads (advertising cost on a pass-through basis)	CPS HR
<b>Recruitment Management and Application Screening</b> – Using the County’s NEOGOV system, (i) review and screen applications; (ii) manage all candidate communication; and (iii) perform all candidate correspondence, (e.g., responding to applicant calls, scheduling, approval/rejection, and pass/fail notices) some of which will occur outside of NEOGOV	CPS HR
<b>Written Exams</b> – This process presumes the use of County multiple-choice written exams. If desired, tests can be rented from CPS HR’s Test Rental Unit or other sources at the County’s expense	County
<b>Written Exam Administration</b> – This process is described under the <i>Exam Administration Services</i> section of this proposal, as well as the cost for the service; the administration cost is <u>not</u> included under the <i>Pricing</i> section	CPS HR
<b>Oral Exam Development</b> – Create oral exam questions and scoring guidelines; our budget presumes the County already has questions from previous recruitments which can be reviewed and modified as needed, and that the County will provide SMEs to assist in question and scoring guideline development (costs for the development and/or administration of other types of selection tools, such as performance or simulation exams, are not included in this proposal)	CPS HR/County/SMEs
<b>Oral Exam Administration</b> – Administer and chair oral exam	CPS HR
<b>List Certification</b> – The County assumes responsibility for setting the passing standard(s) on the selection procedure; CPS HR creates certification list and notifies candidates consistent with County policy; CPS HR provides test score data to client	County/CPS HR

# Pricing

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List Certification	1 hour @\$105	\$105
Project Management: <ul style="list-style-type: none"> <li>● Client Meetings</li> <li>● Project Updates</li> <li>● Communication</li> <li>● Quality Control</li> <li>● Reporting</li> </ul>	8 hours @ \$110	\$880
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<b>Estimated Cost (per recruitment)</b>		<b>\$6,015</b>
<b>Total Estimated Cost for nine (9) additional recruitments<sup>2</sup></b>		<b>\$54,135</b>

<sup>1</sup> The budget is based on a **maximum** candidate count of 25 applicants.

<sup>2</sup> The Total Estimated Cost (per recruitment) above is for professional service costs only; it does not include consultant travel expenses since it is our assumption that telephone conference calls or LiveMeeting would be used as the primary communication/meeting format. Actual out-of-pocket reimbursable expenses for such items as advertising, printing/copying, postage/delivery charges, and related fees will be billed directly to the County for actual expenses incurred. CPS HR will obtain prior approval from the County for all direct costs not to exceed \$2,000.

## **Written Exam Administration Services**

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On the day of testing, CPS HR staff will be available to oversee the administration of the written test if desired by the County. CPS HR proctors will ensure the test process is administered in a fair and secure manner. Our test administration and proctor services will include:

- Checking candidates into the test administration, verifying identity, and ensuring clearance for participation in the testing process.
- Providing the written examination.
- Distributing test materials to candidates, including test booklets, answer sheets, and pencils.
- Proctoring the test administration(s).
- Collecting and accounting for all test materials distributed to candidates.
- Documenting test administration activities.
- Returning test materials to CPS HR facilities for scoring and analysis.
- Finalizing candidate scores.
- Notifying candidates of pass/fail status, and scheduling candidates for the Physical Abilities Examination.
- Prepare and mail scheduling notices to candidates.

The County will be responsible for securing a facility to accommodate the testing process.

The CPS HR fee for written test administration is \$75 per hour to include candidate check-in, materials administration, collection and reconciliation, documentation, and proctor services.

# Project Staffing

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CPS HR has assembled a strong and uniquely qualified team of professionals to assist the County. We are committed to meeting the highest professional standards of quality, therefore team members have been selected for their relevant experience and professional maturity in dealing with project environments such as this. *Deborah (Debbie) Gutman will serve as the Project Manager and oversee all aspects of the services provided.* Ms. Gutman will be assisted by Project Team members Michelle Pellegrino, Project Consultant; Elizabeth Sandoval, Program Coordinator; and Sarah Smith, Technician. Detailed résumés are presented below and on the following pages.

## Résumés

### Deborah Gutman, SPHR, PHR-CA

#### Profile

Ms. Gutman has over 20 years of comprehensive experience in Human Resources, including both public and private sector. She has a knowledge and understanding of federal and state labor laws, full-cycle recruiting, employee relations, compensation, training, budget administration, and policy development.

#### Employment History

- Senior Consultant, CPS Human Resource Services
- Human Resources Manager, Sierra Nevada Brewing Co.
- Human Resources Director, Feather Falls Casino
- Human Resources Manager, Rumiano Cheese Co.
- Human Resources Technician, Chico Unified School District
- Senior Staffing Coordinator, UnitedHealth Care

#### Professional Experience

- Led several recruitment projects that involved hiring over 100 employees from entry-level to executive management for startup locations and businesses. This included development of hiring plans, advertising, conducting job fairs, candidate outreach, selection interviews, and new employee onboarding.
- Managed the Human Resources department of a growing business, fostering a teamwork environment, including direct supervision of human resources staff. Recommended new approaches, policies, and procedures to effect continual improvements in the efficiency of the department.
- Conducted formal investigations on serious employee relations claims or allegations of policy violations.
- Evaluate compensation and benefit packages, participate in salary surveys and analyze results.

- Developed and nurtured relationships with directors, managers, supervisors, and staff establishing trust, communication, and consistency between human resources and other departments.
- Responsible for preparation of annual operating budget and monitoring expenditures in accordance with the approved budget.

#### **Education**

- MA, Human Resource Management, National University
- BA, Business Administration with emphasis in Human Resources, California State University, Chico

#### **Professional Organizations and Affiliations**

- Society for Human Resources Management (SHRM)

### **Michelle Pellegrino, B.A.**

#### **Profile**

Ms. Pellegrino has over 15 years of professional and management experience in public sector Human Resources, including employee recruitment and selection, classification and compensation, labor and employee relations, benefits, and policy development.

#### **Employment History**

- Senior Consultant, CPS HR Consulting
- Human Resources Manager, City of Dixon Human Resources
- Labor Relations Officer, City of Sacramento Department of Human Resources
- Personnel Analyst, University of California Department of Agriculture and Natural Resources
- Senior Human Resources Analyst, Solano County Department of Human Resources

#### **Professional Experience**

- Managed the human resource and risk management activities of a local city of approximately 100 employees, including policy development, recruitment/selection, job classification and compensation, employee benefits, labor and employee relations, and risk management.
- Experienced in recruitment and selection, including development of advertising plans, outreach to potential candidates, development of exam processes, and creation of eligible lists for a wide range of job classes, including sworn staff, professional staff, and management positions.
- Has project manager experience on multiple large projects, including implementing online applications systems for multiple agencies, implementing the Human Resources Information

System (HRIS) module for the City of Dixon, and a large-scale calculation of seniority date calculations, posting of lists, and notification to affected employees for Solano County. Provided planning, direction and coordination of these projects, led staff teams and worked closely with department representatives.

- Established cooperative working relationships with directors, managers, and supervisors with interpretation and applying personnel policy and procedures, discipline, recruitment/selection, classification and leave management.
- Participated in contract negotiations with multiple unions including Police, Fire, Correctional Officer, Professional Staff and Miscellaneous Employee Units.
- Established cooperative working relationships; resolved labor relations issues with multiple unions.

### **Education**

- B.A., Psychology, University of California, Davis

### **Professional Organizations and Affiliations**

- Senior Certified Professional (IPMA-SCP) with the International Public Management Association for Human Resources (IPMA-HR)

## **Elizabeth Sandoval, B.S.**

### **Profile**

Ms. Sandoval has over 10 years of experience in public sector Human Resources, including employee recruitment and selection, test administration, policy development, budgeting, and training.

### **Employment History**

- Program Coordinator, CPS HR Consulting
- Administrative Technician, CPS HR Consulting
- Senior Office Assistant, CPS HR Consulting
- Human Resources Technician, United States 9th Circuit Court of Appeals
- Clerk, San Francisco Unified School District

### **Professional Experience**

- Handling day-to-day consultant activities for multiple county departments. Experience includes recruitment and selection activities; working collaboratively with departments to develop recruitment plans, announcements, outreach to potential candidates, examination processes, and to create eligible lists.

- Supervising support staff.
- Conducting training for county representatives, examination proctors, and new employees.
- Tracking and managing budget for unit.
- Participating in county audits to ensure HR departments are compliant with six Federal Merit Principles.

#### **Education**

- B.S., Business Management, University of Phoenix

#### **Professional Organizations and Affiliations**

- International Public Management Association for Human Resources (IPMA-HR)

### **Sarah Smith**

#### **Profile**

Ms. Smith has over 5 years of experience in private sector Human Resources and Office Management, including experience in the areas of employee recruitment, hiring, onboarding paperwork, benefits and payroll.

#### **Employment History**

- Administrative Technician, CPS HR Consulting
- Director of Administrative Services, The Maids of Alabama & Atlanta
- Agency Office Assistant, Country Financial

#### **Professional Experience**

- Working with Consultants to conduct the recruitment process for Merit Counties by Creating Job Bulletins, Posting Positions Online, Reviewing Applications as well as Scheduling, Assembling Tracking & Scoring both Written & Oral Exams to create the Eligible List
- Providing support to Applicants and County Contacts through both calls & emails
- Onboarding & Training of new Proctors and Chairpersons

#### **Education**

- Bachelor of Arts, Business and Organizational Resources, Huntingdon College