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BUSINESS PROPOSAL

Prepared For

The Town of Bladensburg, Maryland

Request for Qualifications (RFQ): 003-2025 – Human Resources Consultant
Due Date and Time: August 30, 2024, at 3:00 PM EST

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August 29, 2024

The Town of Bladensburg
Attn: Michelle Bailey Hedgepeth, Town Administrator
Email: mbaileyhedgepeth@bladensburgmd.gov
Cc: clerk@bladensburgmd.gov

Dear Evaluation Committee,

Ramos HR Consulting ("Ramos HR") has diverse experience and expertise in the field of human resources ("HR"), which allows us to support a wide variety of unique client needs. We are a minority and woman-owned business with over 50 years of combined HR experience and expertise specific to the public sector. We are pleased to submit this proposal to the Town of Bladensburg ("The Town") to serve as a qualified Human Resources Consulting Firm with government agency experience.

Our team of experts at Ramos HR have provided remote and onsite professional and technical HR services to clients in multiple states. We have provided a breadth of HR services including customizing government agency policies and procedures, employee benefits administration, and overall employee engagement and wellness programs. We have conducted successful agency-wide HR studies or helped administer HR functions in California, Texas, Arizona, and Florida. We recently expanded to Charlotte, North Carolina making it easier to travel to clients throughout the United States.

Our firm offers customized HR guidance, solutions, and modernization in the areas below.

- Remote and onsite HR leadership support
- Classification and Compensation
- Recruitment and Selection
- Training and Development
- Performance Management
- Benefit and Leave of Absence Administration
- HR Auditing and Compliance
- Customized policy, practices, and procedures

Our team will leverage our expertise in public sector HR to serve and help the Town move into the future by modernizing their HR infrastructure, specifically Ramos HR will establish a competitive, equitable, and sustainable compensation structure that aligns with the strategic vision of the Town.

Ramos HR presently is not aware of any conflicts of interest, and agrees that it will not acquire any interest, which would present a conflict of interest. This proposal is valid for a minimum period of 120 days after the RFP closing date.

We look forward to the potential of partnering with the Town. Thank you for your time and consideration!

Sincerely,

Founder and CEO, Ramos HR Consulting
EIN: 88-2301809
jennifer@ramoshrconsulting.com
Mobile: 562-231-7301



BACKGROUND AND EXPERIENCE WITH SIMILAR PROJECTS

Ramos HR was established in Los Angeles County, California as an S-Corporation in May 2022. We service client accounts remotely throughout the United States and can perform work onsite upon request. We have two full-time and two part-time employees with government agency HR expertise, and an in-house graphic designer who performs specialized marketing and design work to deliver high-quality client products.

We are a minority and woman-owned business with over 50 years of combined HR generalist experience specific to the public sector, with expertise in classification and compensation studies. Our firm has a proven record of accomplishment in similar public sector HR projects.

Ramos HR enjoys helping organizations like the Town achieve HR success. Our experience includes leading small (one position, one classification, or one series) to large agency-wide classification and compensation studies for over 500 budgeted positions and nearly 2,000 employees. We have worked with government agencies at all levels (state, county, city, community college, k-12 school districts, specialty districts, and more) on a wide range of HR needs and customized solutions to their organization

We understand how the fundamental principles of HR apply differently to each unique agency yet align with industry standards and best practices. Ramos HR is committed to helping organizations modernize their HR practices.

Staff have been retained, screened, trained, and monitored through hands on mentorship, and quality control measures such as joint review before delivering work products to clients.



Interim Leadership Support



Onboarding and Employee Retention



Classification and Compensation



Training and Development



Employee Relations



HR Auditing and Compliance



Customized Policies, and Procedures



Recruitment and Selection



Workplace Investigations



MEET THE EXPERTS: BIOGRAPHIES/RESUME



Jennifer Ramos is the Founder and CEO of Ramos HR Consulting. She began her career in Human Resources over 20 years ago. She has a successful history of working in the public sector and has held various HR roles at all levels. She served as Principal Consultant and was promoted to Division Manager in the Classification and Compensation Unit for a prior consulting firm based out of Sacramento, California for a total of five years before moving into recent HR leadership roles. Ramos earned her Bachelor of Arts degree in History and Business Administration from the University of California, Berkeley, and a Master of Public Administration from California State University, Northridge. Ramos is committed to ensuring quality results and customizing solutions to organizational needs. Ramos's practical and creative approach have enabled her to help clients modernize public sector HR.

Karen Barocio is a Principal Consultant with over 15 years of experience in private and public sector HR. She has served in management roles for various organizations throughout California where she helped build their HR infrastructures and left a positive impact. She has provided leadership and guidance to all organizational levels in municipalities throughout California, Texas, and Florida. She brings this breadth of experience and expertise to all human resources functions. Barocio is committed to continuous learning. She obtained her Master of Arts degree in Administration and Human Resources Management and holds the Senior Professional in Human Resources (SPHR) and International Public Management Association- Certified Professional (IPMA-CP) designations, which further demonstrates her commitment and knowledge in the HR field.

Together, Ramos and Barocio share the mission of providing the highest level of HR consulting services and a dedication to public sector HR excellence. As a small firm, we can fully dedicate two experts to your projects. We are interested in and committed to the proposed services.

OUR TEAM & AREAS OF RESPONSIBILITY

PROJECT MANAGER	CO-PROJECT MANAGER	GRAPHIC DESIGNER	PART-TIME HR CONSULTANTS
<p>Jennifer Ramos</p> <p>Oversees business operations, business development, and contract execution. Serves as Project Manager on contracted services with 20 years of related HR experience, leadership and oversight of staff, technical work, and client deliverables. Led city wide studies in Arizona, California, and Texas.</p>	<p>Karen Barocio</p> <p>Principal Consultant with 15 years of related HR experience, serves as Co-Project Manager on contracted services. She performs technical work, and conducts quality control of consultant work. Expertise in multiple HR functions, and public safety studies in California, Texas, and Florida.</p>	<p>Joshua Castellanos</p> <p>Graphic Designer with over 20 years of experience in marketing and communications, creates innovative reports, templates, and user-friendly forms using technology and specialized software programs to produce quality client deliverables.</p>	<p>The team has over 15 years of combined HR experience and perform administrative and technical work such as writing job descriptions and collecting labor market salary data. Each consultant has extensive experience working with government agencies.</p>



CLIENT REFERENCES

Ramos HR has worked with all levels of the public sector (state, county, city, community college, k-12 school districts, specialty districts, and more) on various Human Resources functions. Below are five (5) professional references.

REFERENCE 1

AGENCY: Los Angeles County Employee Retirement Association (LACERA)
300 N. Lake Ave. Pasadena, CA

CONTACT: Carly Ntoya, Director of Human Resources
Phone: (626) 422-8233 | Email: cntoya@lacera.com

DESCRIPTION OF SERVICES PROVIDED: Awarded Master Services Contract \$150,000 per year (2022-2027) to provide on-call HR services. Jennifer Ramos serves as project manager. Created, recommended, and rolled out a Hiring Manager Playbook and separate Classification and Compensation Manual is underway. Ramos HR supports ongoing recruitment efforts and has audited series examinations. Quality controls include Ramos HR internal review against the civil service code and existing practices. Client deliverables are reviewed by LACERA's HR Director, HR staff, and the executive team prior to agency wide roll out.

SERVICE DATES: January 2023 - Present

REFERENCE 2

AGENCY: City of Pasadena, Human Resources Department
100 N. Garfield Avenue, Room 135, Pasadena, CA 91101

CONTACT: Alex Souto, Deputy City Manager (former Human Resources Manager promoted to City Manager's Office)
Phone: (626) 744-4333 | Email: asouto@cityofpasadena.net

DESCRIPTION OF SERVICES PROVIDED: Ramos, served as Principal HR Analyst, and led a citywide study for over 500 classifications with 2,000 employees. Revised class specifications and met with multiple bargaining groups to negotiate changes and salary impacts. Most recently, serving as a Consultant, Ramos HR has conducted on-going classification and compensation services including desk audits, salary surveys, interviewing managers, and recommending outcomes such as new classifications, reclassifications, no changes, or retitles to modernize the City's structure.

SERVICE DATES: February 2024-Present (Subcontractor); August 2013 - May 2016 (City Employee)

REFERENCE 3

AGENCY: City of Selma
1710 Tucker Street, Selma, CA

CONTACT: Janie Venegas, Administrative Services Director
Phone: (559) 508-7401 | Email: janiev@cityofselma.com

DESCRIPTION OF SERVICES PROVIDED: Awarded contract to perform citywide classification and total compensation study. The study includes 175 employees in over 88 classifications. Ramos and Barocio serve as co-project managers working directly with the City Manager, Administrative Services Director, and the executive leadership team to achieve study objectives. The study recommended ways to modernize the City's classification and compensation structure to help attract, retain, develop, and reward employees, and maintain a competitive position with other comparable government entities. This study involved extensive involvement with Fire and Police, additional research, and tailored recommendations for public safety.

SERVICE DATES: December 2023 - September 2024



REFERENCE 4

AGENCY: Long Beach City College, Personnel Commission
4901 East Carson Street, Long Beach, CA 90808

CONTACT: Juliet Hernandez, Assistant to the Vice President of Human Resources
Phone: (562) 308-0844 | Email: jhernandez@lbcc.edu

DESCRIPTION OF SERVICES PROVIDED: Ramos, served as Interim Executive Director, Classified Human Resources and led a classification and compensation study for 545 employees. Ramos met with stakeholder groups (VPs, Union, Employees) to revise over 200 class specs and make compensation recommendations. Ramos investigated complaints, grievances or appeals and developed recommendations for HR resolutions.

SERVICE DATES: January 2020 - December 2022

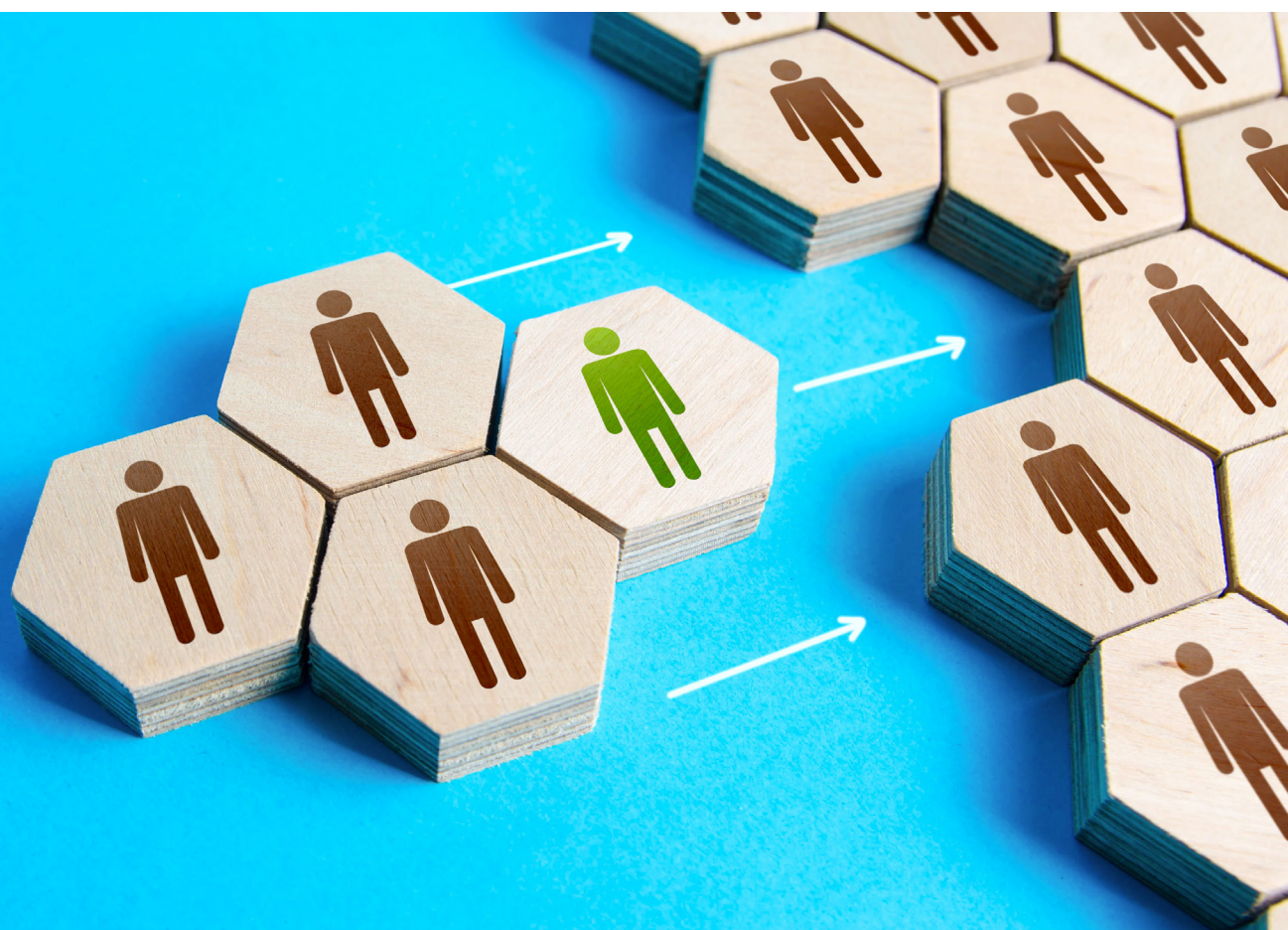
REFERENCE 5

AGENCY: City of San Luis
1090 East Union Street, San Luis, Arizona 85349

CONTACT: Tadeo Azael De La Hoya, former City Manager during duration of study
Executive Director/CEO, Cocopah Indian Housing & Development
Mobile: (928) 920-6428 or Office: (928) 627-8863 | Email: tdelahoya@cocopahcihad.org

DESCRIPTION OF SERVICES PROVIDED: Ramos served as Project Manager for a citywide classification and total compensation study. The study included over 250 employees in approximately 75 classifications. Ramos worked directly with the City Manager and the executive leadership team to achieve study objectives.

SERVICE DATES: July 2017 - December 2019





SCOPE OF WORK

Ramos HR will make professional recommendations and present innovative solutions based on our firm's previous experience in the following categories. The goal of these contract services will be to achieve effective HR management and establish an organizational structure that can remain dynamic and relevant with industry standards, best practices, and the strategic vision of the Town to enable the workforce to provide the highest levels of service to its customers.

Ramos HR will consider the Town's background and organizational culture:

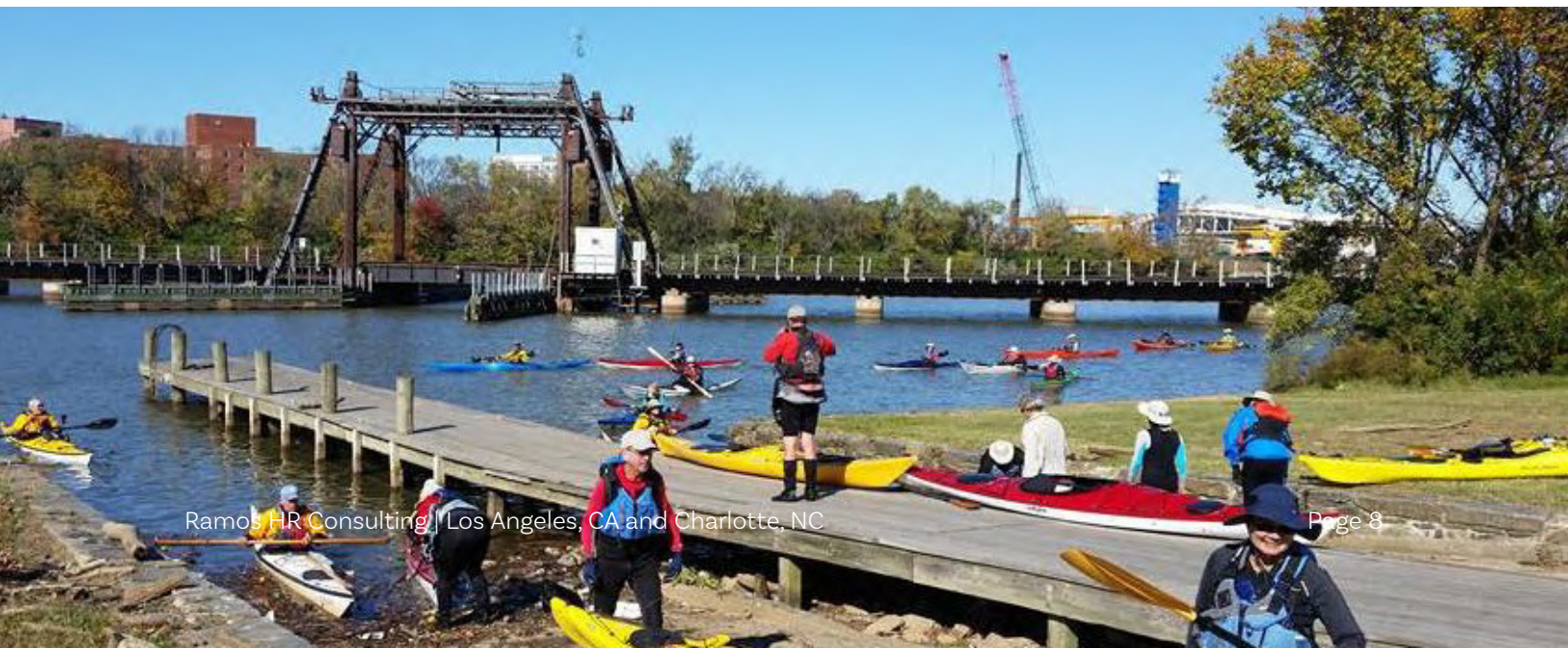
With a population of 9,657, the Town of Bladensburg is located along the Anacostia River in Prince George's County, Maryland situated near Washington, DC. Our firm learned that Bladensburg has its roots reaching as far back as the 1720s with a history rooted in Colonial times and the United States. Per the RFQ and website, the City has five (5) departments, with approximately 52 full-time staff. The Town currently outsources and handles its own payroll, and this position assists the Town Administrator and Treasurer on policy projects such as reviewing policies and procedures, employee benefits administration, and overall engagement/wellness.

Shared Mission of High-Quality Customer Service

Ramos HR acknowledges that the Town's mission is to deliver excellent public service that enhances the quality of life for residents and businesses amongst other goals to foster results through collaborative partnerships and promoting redevelopment, investment, and diversity. We hope to partner with you to achieve this mission through excellent HR consulting services.

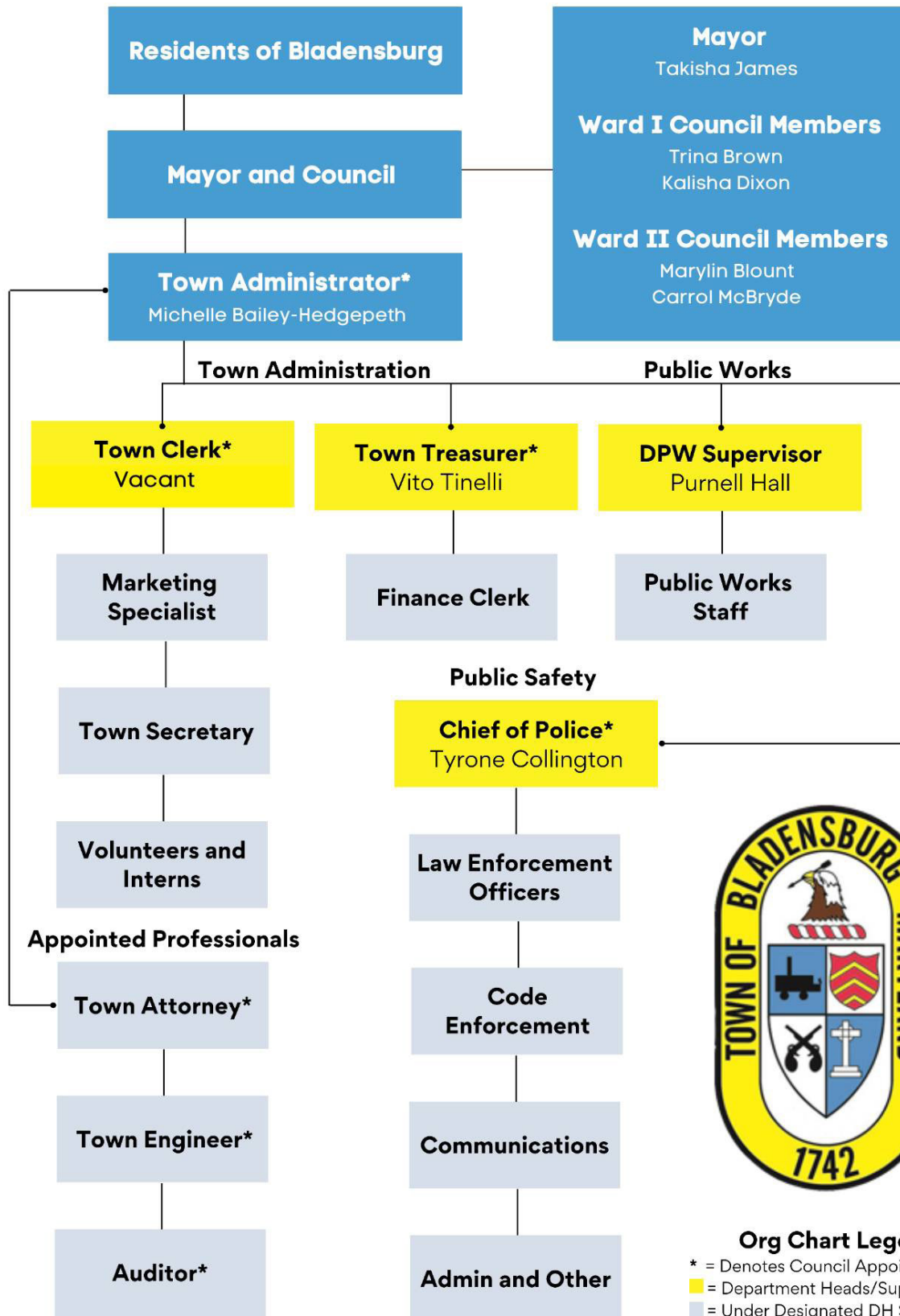
Town and Ramos HR Core Values Align:

- Being dedicated to quality, timeliness and excellence in our service.
- Having pride in our work, in our dedication to public service, and being the best we can be.
- Honesty, integrity, and consistent discipline to maintain our credibility.
- The opportunity to provide fair, courteous, responsive and efficient service.
- Treating people with respect and dignity, regardless of their protected category, individual beliefs or lifestyle.
- Sensitivity (and customized solutions) is the key quality in all interactions.





Town of Bladensburg, Maryland



Org Chart Legend:

- * = Denotes Council Appointee
- Yellow box = Department Heads/Supervisors
- Blue box = Under Designated DH Supervision



Ramos HR understands that the Town is requesting:

Previous Experience:

a. Auditing: Auditing governmental agency HR practices, employee benefits, payroll, and benefits.

Ramos HR is currently contracted to audit and customize a City's personnel policies and procedures that date back to the 1990s. Ramos HR identified missing policies and necessary revisions to meet current HR laws and best practices. Project anticipated to be completed in December 2024.

b. Personnel Files and Job Descriptions: assist with reviewing and updating personnel files, job descriptions, and job classifications.

Ramos HR has performed agencywide classification and compensation studies ranging from fewer than a hundred to hundreds of employees. This is an HR area of expertise for our firm. We understand firsthand how current and accurate job descriptions inform the entire HR lifecycle, and the critical importance of personnel file management.

c. Recruitment and Onboarding: Developing recruitment and onboarding of new staff strategy.

Ramos HR created a comprehensive Hiring Manager Playbook with recruitment practices and strategies outlined for management and executive roles in a countywide retirement association. We have worked with clients to review applications and administer civil service examinations. In previous HR roles, we created an onboarding manual for hiring managers with detailed lists for key milestones in the hiring process (prior to arrival, first week, 30-60-90 days on the job).

d. Benefits Coordination: - Coordinating with the Town's Health Insurance Broker to ensure Town employees have uninterrupted and proper health insurance coverage. - Managing and overseeing the Town's Life Insurance Policy & any supplemental retirement programs.

Ramos HR consultants have performed or participated in benefits coordination for private and public sector agencies in multiple states. We bring a breadth of HR knowledge to this critical function.

e. Other Local and Maryland Experience:

Experience working with local government.

Ramos HR enjoys helping organizations like the Town achieve HR success. Our experience includes leading small (one position, one classification, or one series) to large agency-wide HR studies or projects for over

500 budgeted positions and nearly 2,000 employees. We have worked with government agencies at all levels (state, county, city, community college, k-12 school districts, specialty districts, and more) on a wide range of HR needs and customized solutions to their organization.

Experience working in Maryland and legal ability to work in the State.

We have conducted successful agency-wide HR studies or helped administer HR functions in California, Texas, Arizona, and Florida. We recently expanded to North Carolina and have a satellite office in the Charlotte area making it easier to travel to clients throughout the United States. We are very excited about the prospect of working in Maryland and will secure any authorization and insurance thresholds required to do so.

Level of Experience Interested applicant firms must have the following experience:

a. Ability to Employ certified and qualified HR personnel.

We have over 50 years of combined experience and expertise in government HR.

b. Provide short Biographies or resumes of principal(s)

Our qualifications and team roles are outlined extensively in the biographies and resume section of our proposal.

c. Experience working with a growing entity.

We have worked in fast paced private and public sector HR environments as noted throughout our proposal.

d. Ability to manage multiple issues and priorities on deadlines.

Our client references can attest to our ability to manage multiple issues and priorities on deadlines and produce quality results and customized solutions.

Our team of experts will meet with relevant stakeholders to carefully review, confirm, and complete the scope of work if selected. Ramos HR will submit deliverables and solicit feedback from the assigned project manager or designated team prior to submitting final work products.

Detailed steps for our methodology are outlined on the next page.



3 STEP METHODOLOGY PER AUTHORIZED PROJECT

To manage and complete the proposed scope of work, Ramos HR will follow a three (3) step approach for each assignment.

STEP 1: Formal Kickoff Meeting and Ongoing Communication

DESCRIPTION

The objective of this step is to meet with the assigned project team upon execution of a master service agreement or contract to review the scope of work in-depth, agree on the proposed timeline, and adjust the scope or timeline as needed.

All work will require ongoing email, phone, text message communication, and video conference meetings with the designated project managers or stakeholders for relevant history, questions, scheduling, and decision points.

Ramos HR will confirm the Town's vision and expectations related to the scope of work. We will also gather relevant documents and create a shared drive to organize files, review background materials, and share draft deliverables.

STEP 2: Review Background Materials & Perform Scope of Work

DESCRIPTION

The objective of this step is to review the Town's background materials to understand the context, organizational culture, and specific needs of the authorized work. Ramos HR will review information including, but not limited to, the Town's existing HR practices, rules, existing classification, compensation and recruiting practices; job descriptions; organizational charts; budget documents; bargaining unit agreements, rules and laws; and related HR function policies and procedures.

STEP 3: Finalize and Submit Deliverables

DESCRIPTION

The objective of this step is to review the Town's background materials to understand the context, The objective of this step is to create a high-level overview of the time, steps, and work required to produce a final deliverable. Ramos HR will be available to present the final work products to key stakeholders, if asked to join, via video or teleconference, or for onsite visits.



ON-CALL RAMOS HR SERVICES



ONSITE AND REMOTE LEADERSHIP SUPPORT

Our team can offer local support and be onsite based on a hybrid work schedule.

- Advise leaders on HR policies, compensation, staffing, MOU's, and compliance based on industry trends
- Mentor and coach employees in HR function and best practices
- Advise employees, supervisors, and managers on the application and interpretation of personnel policies and procedures



PERFORMANCE MANAGEMENT AND EMPLOYEE RELATIONS

Ramos HR can provide coaching, strategic direction and guidance on progressive discipline and employee relations counseling.

- Develop customized performance improvement plans (PIPs)
- Provide leadership and guidance to managers and supervisors in the development and implementation of employee performance management and improvement activities



INVESTIGATIONS

Ramos HR can provide a wide variety of professional, objective, and thorough HR services in the critical and often highly confidential functions below:

- Harassment
- Discrimination
- Workplace Violence



HR AUDITING AND COMPLIANCE

Ramos HR will conduct audits to ensure compliance, reduce risk, identify challenges and growth opportunities.

- Conduct Cultural Assessment
- Review or develop customized Employee Handbook
- Audit interview, selection and onboarding process
- Audit Leave of Absence Process
- Audit terminations and separations
- Poser and notice review
- Audit employee files and I-9's



RECRUITMENT AND SELECTION

Our team will work closely with hiring managers and provide training/consultation regarding recruitment and selection practices.

- Train staff on legal interviewing and selection
- Guide hiring managers to ensure a diverse and robust applicant pool
- Develop customized recruitment and marketing materials
- Establish new and innovative sourcing strategies to attract qualified candidates



ONBOARDING AND EMPLOYEE RETENTION

With over 30 years of HR experience, we understand the importance of properly onboarding and retaining employees.

- Conduct onboarding experience surveys with a 30/60 day check-in
- Conduct employee satisfaction surveys



RAMOS HR CONSULTING SERVICES



BENEFIT AND LEAVE ADMINISTRATION

Ramos HR supports our client's specific benefit and leave administration needs.

-
- Develop and present benefit information during open enrollment
 - Develop customized "benefit at-a-glance" flyers, benefit communication and related materials
 - Administer employee leave of absence request
 - Conduct interactive process for medical accommodation requests
 - Provide administration of benefit plans including responding to inquiries, processing enrollments and changes, managing leaves, and processing life insurance claims



CUSTOMIZED POLICY, PRACTICES, AND PROCEDURES

Ramos HR can customize and modernize policies, practices, and procedures based on applicable rules, laws, and Memorandum of Understanding (MOU) provisions.

-
- Develop customized "HR Playbook"
 - Develop HR strategies and objectives aligned with the organizations initiatives



TRAINING AND DEVELOPMENT

Our team can develop and facilitate trainings based on our clients' unique needs. Some of our most common trainings include:

-
- Sexual harassment prevention training
 - DE&I training
 - Executive coaching
 - 360 reviews
 - New manager training
 - Dealing with Difficult Employees
 - Resolving and Managing conflict
 - Unconscious Bias
 - Classification and Compensation
 - Competency Modeling
 - Recruitment and Selection Techniques



CLASSIFICATION AND COMPENSATION

Our team will support and ensure the Authority attracts and retains the right people in the right jobs. Together we will strategize to modernize and achieve the Authority's compensation philosophy and mission.

-
- Develop and maintain updated job descriptions
 - Base or total compensation studies
 - Establish labor market
 - Internal pay equity analysis



COST PROPOSAL

The rate schedule includes time and materials, as well as incidental costs for performing remote work. All work will be performed at Ramos HR locations unless travel onsite to the Town is requested.

Cost for additional services not specified in this proposal and/or other incidental fees must be approved by the Town. Ramos HR has outlined this proposal based on our understanding of the scope listed in the RFQ as outlined below.

IMPORTANT: Ramos HR is open to negotiating the terms of contract based on any subsequent or further clarification on the specific project parameters.

CONTRACT TERM: The proposed contract is for three (3) years, with the option for two (2) one-year renewal terms subject to mutual agreement.

ITEMIZED BREAKDOWN	Cost
Project Manager Hourly Fee	\$120
Technician Hourly Fee	\$60
Travel Fees – Consultants to travel onsite upon request	\$2,500/ per contract term
Materials Fees	Included
Optional Additional Services	Not included in total - TBD
TOTAL – NOT TO EXCEED	\$33,000 per contract year

EACH SCOPE AUTHORIZED BY THE TOWN WILL FOLLOW 3-STEPS	Estimate Overview
STEP 1: Kickoff & Communication – agree on project parameters	52 FT Staff
STEP 2: Perform Scope of Work – produce deliverables in draft the final format	
STEP 3: Finalize & Debrief Study – finalize each assignment to Town’s satisfaction	
TOTAL – NOT TO EXCEED	\$33,000 per contract year

NOTE: Ramos HR submits a monthly invoice to our clients. Billing terms are typically Net 30-day, unless otherwise requested by the Town. Consultants will track project work. Only hours utilized will be billed at the hourly rate. All hours are noted above as a “not to exceed” total contract value.

Should the scope of work evolve, Ramos HR will seek approval from the Town before adding to or commencing any work outside the original scope of work outlined in this proposal.

Thank You
for your time and consideration.

We are excited at the potential to work with the Town of Bladensburg.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/22/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Michael Segura(29583EK) 2725 Candlewood St Ste A Lakewood CA 90712-2122		CONTACT NAME: PHONE (A/C, NO, EXT): 562-531-4980 FAX (A/C, NO): 562-513-6848 E-MAIL ADDRESS: msegura1@farmersagent.com																						
INSURED RAMOS HR CONSULTING INC 12647 HUBBARD ST SYLMAR CA 91342		<table><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A:</td><td>Truck Insurance Exchange</td><td>21709</td></tr><tr><td>INSURER B:</td><td>Farmers Insurance Exchange</td><td>21652</td></tr><tr><td>INSURER C:</td><td>Mid Century Insurance Company</td><td>21687</td></tr><tr><td>INSURER D:</td><td>Hiscox Insurance Company Inc</td><td>10200</td></tr><tr><td>INSURER E:</td><td></td><td></td></tr><tr><td>INSURER F:</td><td></td><td></td></tr></table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Truck Insurance Exchange	21709	INSURER B:	Farmers Insurance Exchange	21652	INSURER C:	Mid Century Insurance Company	21687	INSURER D:	Hiscox Insurance Company Inc	10200	INSURER E:			INSURER F:		
INSURER(S) AFFORDING COVERAGE		NAIC #																						
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INSURER C:	Mid Century Insurance Company	21687																						
INSURER D:	Hiscox Insurance Company Inc	10200																						
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COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDTL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <div><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR</div>	Y	N	607010508	10/03/2023	10/03/2024	EACH OCCURRENCE	\$ 1,000,000
	DAMAGE TO RENTED PREMISES (Ea Occurrence)						\$ 75,000	
	MED EXP (Any one person)						\$ 5,000	
	PERSONAL & ADV INJURY						\$ 1,000,000	
	GENERAL AGGREGATE						\$ 2,000,000	
GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:							PRODUCTS - COMP/OP AGG	\$ 1,000,000
	AUTOMOBILE LIABILITY <div><input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY</div>		N				COMBINED SINGLE LIMIT (Ea accident)	\$
	BODILY INJURY (Per person)						\$	
	BODILY INJURY (Per accident)						\$	
	PROPERTY DAMAGE (Per accident)						\$	
							\$	
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	AGGREGATE						\$	
							\$	
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	A09514985	10/18/2023	10/18/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	\$
	E.I. EACH ACCIDENT						\$ 1,000,000	
	E.I. DISEASE - EA EMPLOYEE						\$ 1,000,000	
	E.I. DISEASE - POLICY LIMIT						\$ 1,000,000	
D	Professional Liability	Y		P101.917.323.2	10/03/2023	10/03/2024	Each Claim Aggregate	\$1,000,000 \$2,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
12647 HUBBARD ST, SYLMAR, CA 91342

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

HIRING MANAGER PLAYBOOK

*INVESTING IN OUR PEOPLE TO
BUILD THE LACERA OF TOMORROW*

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LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

lacera.com

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EMPLOYMENT LAWS

LACERA is committed to equal employment opportunity and compliance with all applicable laws, rules and guidelines that eliminate bias. LACERA hiring teams should aim for a well-planned, defensible, and discrimination-free hiring process.

The Fair Employment and Housing Act (FEHA) applies to public and private employers, labor organizations and employment agencies. It is illegal for employers to discriminate against job applicants and employees because of a protected category, or retaliate against them because they have asserted their rights under the law.

UNIFORM GUIDELINES

The Uniform Guidelines on Employee Selection Procedures were adopted on August 25, 1978, by the Equal Employment Opportunity Commission and apply to all selection procedures used to make employment decisions, such as the review of experience or education from application forms, work samples, physical requirements, interviews, and evaluations of performance.

The guidelines are designed to achieve equal employment opportunity without discrimination on the grounds of any of the protected classes under Title VII of the Civil Rights Act of 1964.

PROTECTED CLASSES

- Race
- Color
- Religion (includes religious dress and grooming practices)
- Sex/gender (includes pregnancy, childbirth, breastfeeding and/ or related medical conditions)
- Gender identity, gender expression
- Sexual orientation
- Marital status
- Medical Condition (genetic characteristics, cancer or a record or history of cancer)
- Military or veteran status
- National origin (includes language use and possession of a driver's license issued to persons unable to provide their presence in the United State is authorized under federal law)
- Ancestry
- Disability (mental and physical including HIV/AIDS, cancer, and genetic characteristics)
- Genetic information
- Age (over 40)

PROTECTED ACTIVITIES

- Request for family care leave
- Request for leave for an employee's own serious health condition
- Request for Pregnancy Disability Leave
- Retaliation for reporting patient abuse in tax-supported institutions

**Source: The Civil Rights Department ("CRD") is responsible for enforcing state laws that make it illegal to discriminate against a job applicant or employee because of a protected characteristic*

The guidelines incorporate a single set of principles, designed to eliminate discriminatory employment practices, and provide a framework for determining the proper use of tests and other selection tools.

ROLES

One of the ways HR supports your division is by working together to fill vacancies. HR relies on collaboration from start to end to administer the hiring process, tailor the civil service examination, and establish eligible lists. Hiring teams at LACERA are composed of multiple stakeholders. Below is a summary of roles during the hiring process.

We all play an important role!

- **ASSISTANT DIRECTOR, HUMAN RESOURCES** – Manages and directs daily operations of the Talent Acquisition and Management Division which administers the hiring process.
- **DIVISION MANAGER (“DM”)** – DM leads individual, team, and organizational goals. They are responsible for direct and indirect reports, manage daily operations, and account for filled and vacant positions allocated to the division budget. The DM prioritizes hiring needs and selects a final candidate, or delegates selection authority, for vacant positions in their division.
- **EXECUTIVE OFFICE (“EO”)** – Our executives are responsible for carrying out the strategic goals set by the Boards of Retirement and Investments, while our division managers lead the 15 divisions within LACERA and oversee day-to-day operations. The EO holds executive and administrative responsibility in the planning, organization and direction of all operations of LACERA.

The EO sets LACERA hiring priorities for the entire organization. An examination will commence once the EO authorizes the hiring process for a budgeted vacant position.

- **HUMAN RESOURCES DIRECTOR (“HRD”)** – Manages and directs a comprehensive integrated human resources program for LACERA consisting of three units, including oversight of the Talent Acquisition and Management Division. Recognizes responsibility of HRA to collaborate with the DM, understand the needs underlying each recruitment, and assist the DM in meeting their needs through the hiring of qualified and diverse candidates.
- **HUMAN RESOURCES ANALYST (“HRA”)** – Representative of HR who interacts with all levels of staff and is responsible for communicating human resources decisions, policies, and procedures, and if necessary, advises management on legal requirements and risks. The HRA guides the hiring process from start to completion.
- **RATER** – A person who determines a rating of candidate qualifications using a predetermined set of rating criteria or scoring rubric. Assigned to serve during the examination as rater for a test part, and typically, a designee of the division or representative from an external agency (if approved by the DM and HR).
- **SUBJECT MATTER EXPERT (“SME”)** – Professionals who have advanced knowledge in a specific field. As an authority in a particular area or topic, they are uniquely qualified to provide guidance and strategy during an examination. They may be a team member in your division or representative from an external agency approved by the DM and HRD, who has firsthand knowledge about the vacant position or relevant expertise in the profession.
- **UNIT, SECTION, OR TEAMS** – May be assigned by the DM to lead an examination. The DM prioritizes hiring needs in their division.

As you can see, every role is key to success in hiring qualified candidates at LACERA. Our combined efforts allow us to effectively recruit talent into our organization and build a world-class workforce. Our goal is to invest in our people to build the LACERA of tomorrow.

OVERVIEW OF HIRING PROCESS

PHASE: 1

APPROVAL OF HIRING PROCESS

Verify a budgeted vacant position exists and obtain sign off at all levels before starting the pre-work phase.



KEY PLAYERS

Division Manager
HR Director
Executive Office
HR Analyst

PHASE: 2

PRE-WORK TO INITIATE EXAM

Review class specification for accuracy and revise as needed before starting the examination.



KEY PLAYERS

Division Manager
Subject Matter Expert
HR Analyst

PHASE: 3

EXAM DEVELOPMENT

Conduct job analysis and link duties to knowledge, skills & abilities to determine appropriate test parts.



KEY PLAYERS

HR Analyst
Subject Matter Expert
Division Manager

PHASE: 4

RECRUITMENT PERIOD

Post job bulletin, accept applications, screen and qualify candidates based on the job qualifications.



KEY PLAYERS

Division Manager
Subject Matter Expert
HR Analyst

PHASE: 5

ASSESSMENTS (TEST PARTS)

Secure raters and administer the exam assessments or test parts based on the specific hiring needs.



KEY PLAYERS

Division Manager
Subject Matter Expert
Rater
HR Analyst



PHASE: 6

PRODUCE ELIGIBLE LIST

Score exam and determine candidate rankings/scores to produce eligible list, and review appeals.



KEY PLAYERS

HR Analyst
HR Director

PHASE: 7

FINAL SELECTION INTERVIEW

Conduct the final selection interviews by using the Rule of Five candidates starting in the top band.



KEY PLAYERS

HR Analyst
Division Manager

PHASE: 8

EXECUTIVE OFFICE APPROVAL

EO reviews the hiring packet. If approved, HR makes a conditional job offer and starts background check.



KEY PLAYERS

Division Manager
HR Director
Executive Office

PHASE: 9

JOB OFFER & PRE-EMPLOYMENT

Finalist accepts offer or negotiates salary. Background check is conducted before a formal job offer.



KEY PLAYERS

HR Analyst
Division Manager

PHASE: 10

ONBOARDING NEW HIRE

HR and DM set a start date. HRD sends welcome email to the new hire and HR staff onboards on first day.



KEY PLAYERS

HR Analyst
HR Director
Division Manager

MANAGER QUICK GUIDE

Phase 1 – Approval of Hiring Process

- ☐ Fill out the Exam Request Form and submit it to the HR Analyst assigned to the exam.
- ☐ Review and add information to the Examination Agreement.

Phase 2 – Pre-Work to Initiate Exam

- ☐ Review and add information to the Examination Agreement.
- ☐ Review the most current version of the class specification to verify the accuracy of the duties. If the class specification is noticeably off track, consider whether the right classification is being used.
- ☐ If needed, work the HR to determine if there is a different existing classification that is a better fit for the job.

OR

- ☐ Delegate this step to an SME

Phase 3 – Exam Development

- ☐ Review and sign the Examination Agreement.
- ☐ Review the existing job analysis and determine whether it still applies or needs revisions.
- ☐ Participate in the job analysis by identifying duties and linking them to competencies.
- ☐ Strategize with HR about the applicant pool, application window, and exam plan.
- ☐ Decide what assessment types are appropriate and assist in creating assessment materials.

OR

- ☐ Delegate this step to an SME

Phase 4 – Recruitment Period

- ☐ Provide sources for posting the job bulletin.
- ☐ Review the examination timeline.

Phase 5 – Assessment (Test Parts)

- ☐ Review the list of raters. Provide alternate or additional raters as needed.

Phase 6 – Produce Eligible List

- ☐ Review the eligible list/register once it's provided to you.
- ☐ Decide which candidate(s) you want to participate in a selection interview/assessment.

Phase 7 – Final Selection Interview

- ☐ Create interview questions and get them approved by HR.
- ☐ Document candidate responses and performance during the interview.
- ☐ Select the most suitable candidate.

Phase 8 – Executive Office Approval

- ☐ Submit a personnel requisition via SmartSheet.
- ☐ Submit a hiring justification memo to Human Resources.

Phase 9 – Job Offer & Pre-Employment

- ☐ Send candidate questions to Human Resources.
- ☐ Follow up with HR as needed on the status of the pre-employment screening.

Phase 10 – Onboarding New Hire

- ☐ Submit required forms to Systems (i.e. SEAF, keycard access, parking, equipment requests) prior to the new staff member's arrival.
 - ☐ Meet with the new staff member to review job duties, set expectations, review division-related policies, etc.
- OR
- ☐ Delegate this step to a manager or supervisor.

COMPONENTS OF THE PLAYBOOK

PHASE

LACERA's hiring process is outlined in 10 phases. Each phase is represented by a distinct color and column bar on the left side of pages. A header and brief introduction are listed at the top of each phase.

STEPS

An overview of steps is included under the header of each phase. The steps include key points to consider as you navigate that phase of the hiring process.

ROLES

HR relies on various roles as strategic partners from start to end to administer the hiring process. We all play an important role!

PHASE: 1

PHASE 1: APPROVAL OF HIRING PROCESS

The approval process is set up to certify that a position is in the ordinance, budgeted, vacant, and necessary for the operation of the division. To activate the hiring process, see requirements below.

STEPS

You can achieve this phase in a few steps:

1. Identify a vacant position (or anticipated vacancy)

2. Prioritize exams and convey hiring needs to HR & EO

3. Fill out the Exam Request Form

4. Refer to the Division Checklist for Filling Vacancies

ROLES

All roles review the Exam Request Form, Organizational Chart, and the Examination Justification Memorandum for submission, approval, or assignment in the following order.

Division Manager Step 1: Submit	HR Director Step 2: Sign off	Executive Office Step 3: Approve	HR Analyst Step 4: Assign
DM completes and submits all requirements to HR to start the hiring process.	HRD reviews the submission from the DM to approve or deny the exam request. If denied, return to step one.	If the HRD signs off at step two, the EO reviews the exam request and formally approves moving forward.	Approved exam request is assigned to HRA, who will administer the exam and guide all roles through the complete hiring process.

All parties work together to administer a well-planned, defensible exam and discrimination-free hiring process. Once the hiring request is approved by the EO, the assigned HRA will contact the DM to schedule an initial meeting to go over the recruitment strategy and timeline.

IMPORTANT DOCUMENTS

Examination Request Form

Division Checklist For Filling Vacancies

HELPFUL TIPS!

1. Exams are prioritized by the Executive Office (EO). Consider discussion with the AEO before submitting the request to HR, such as alignment with LACERA priorities/tier status.

2. Attach all required documentation and justification to the Exam Request Form to prevent delays.

3. Use of an outside recruiter requires Executive approval.

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IMPORTANT DOCUMENTS

This section includes important documents that correspond with each phase of the hiring process. The icons are titled and hyperlinked to forms in the appendix of the playbook for download and use.

HELPFUL TIPS

This section is included on the cover page of each phase and highlights helpful tips from HR to help guide and streamline the hiring process.

LACERA

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