

REQUEST FOR PROPOSALS

20. Approve Amendment #1 to RFP-4264-05/BJC – Compensation and Benefits Study for Seminole County, with Evergreen Solutions, LLC, Tallahassee, (Increase Scope of Services - \$60,500.00).

RFP-4264-05/BJC provided for a seven-step process related to a Compensation and Benefits study and developing a compensation program for the Seminole County Board of County Commissioners. The steps were comprised of the following:

- A. Conduct a market analysis;
- B. Determine compensation philosophy;
- C. Evaluate and place jobs into their appropriate classification;
- D. Re-vamp the current salary structure;
- E. Provide an analysis on salary adjustments, merit systems, bonuses, benefits, etc.;
- F. Review job descriptions for accurate FLSA exemption status; and
- G. Prepare a report of study results and recommendations.

Amendment #1 will provide for the design and implementation of a countywide performance management plan. The performance management plan will include, but not limited to create an effective review, analysis and performance feedback system that will address a consistent program for evaluating performance and determining rewards for high level performances as the base for County's development. The key points of these services will be:

- Initiate the Outlined Project
- Conduct Internal Assessment
- Review Best Practices
- Create Performance Management System
- Training of Staff and Transition

The project is estimated to be completed on or before 120 calendar days from the approval of the Amendment. The cost for the additional scope of services is \$60,500.00 and the total cost of the contract is revised to \$110,500.00.

Human Resources Department and Fiscal Services Department/Purchasing and Contracts Division recommend the Board to approve the project and authorize the Purchasing Manager to execute the Amendment.

**FIRST AMENDMENT TO CONSULTANT SERVICES AGREEMENT (RFP-4264-05/BJC)
COMPENSATION AND BENEFITS STUDY**

THIS FIRST AMENDMENT is made and entered into this _____ day of _____, 20____ and is to that certain Agreement made and entered into on the 16th day of December, 2005, between **EVERGREEN SOLUTIONS, LLC**, whose address is 2852 Remington Green Circle, Suite 101, Tallahassee, Florida 32308, hereinafter referred to as "CONSULTANT", and **SEMINOLE COUNTY**, a political subdivision of the State of Florida, whose address is Seminole County Services Building, 1101 East First Street, Sanford, Florida 32771, hereinafter referred to as "COUNTY".

W I T N E S S E T H:

WHEREAS, the CONSULTANT and COUNTY entered into the above-referenced Agreement on December 16, 2005 for consultant services related to preparation of a compensation and benefit study; and

WHEREAS, the parties desire to amend the Agreement so as to enable both parties to continue to enjoy the mutual benefits it provides; and

WHEREAS, Section 19 of the Agreement provides that any amendments shall be valid only when expressed in writing and duly signed by the parties,

NOW, THEREFORE, in consideration of the mutual understandings and agreements contained herein, the parties agree to amend the Agreement as follows:

1. Section 3 of the Agreement is amended to read:

SECTION 3. FIXED FEE COMPENSATION AND PAYMENT.

(a) The COUNTY agrees to compensate CONSULTANT for the professional services called for under this Agreement a fixed fee in the amount of ONE HUNDRED TEN THOUSAND AND NO/100 DOLLARS (\$110,000.00). CONSULTANT shall perform all work required by the Scope of Services but, in no event, shall CONSULTANT be paid more than the negotiated Fixed Fee stated above.

(b) Payments shall be made to the CONSULTANT when requested as work progresses for services furnished, but not more than once monthly. CONSULTANT may invoice amount due based on the total required services actually performed and completed. Upon review and approval of CONSULTANT's invoice, the COUNTY shall, within thirty (30) days of receipt of the invoice, pay CONSULTANT the approved amount.

2. Exhibit "A" of the Agreement is amended by the addition of services as described in Exhibit "A", attached hereto.

3. The services, as described in Exhibit "A", shall be completed by the CONSULTANT no later than one hundred twenty (120) days after the effective date of this Amendment.

4. Except as herein modified, all terms and conditions of the Agreement shall remain in full force and effect for the term of the Agreement, as originally set forth in said Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this instrument for the purpose herein expressed.

EVERGREEN SOLUTIONS, LLC

Witness

Print Name

Witness

Print Name

By:_____

Print Name

Title:_____

Date:_____

SEMINOLE COUNTY, FLORIDA

Witness

Print Name

Witness

Print Name

For the use and reliance
of Seminole County only.

Approved as to form and
legal sufficiency.

County Attorney

AC/lpk

6/13/06

rfp-4264 lam

Attachment:

Exhibit "A" - Scope of Services

By: _____
RAY HOOPER, Purchasing and
Contracts Manager

Date: _____

As authorized by Section 330.3,
Seminole County Administrative
Code.



Evergreen Solutions, LLC

2852 Remington Green Circle, Suite 101 - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

June 9, 2006

Ms. Janet Davis
HR Director
Seminole County
1101 East First Street
Sanford, Florida 32771-1468

Dear Ms. Davis:

Evergreen Solutions, LLC is pleased to provide this proposal to assist Seminole County with designing and implementing a countywide performance management plan. Our experience of working with the County during the recent compensation and classification study will prove invaluable in creating an effective as well as efficient review, analysis, and performance feedback system.

The professionals at Evergreen Solutions are recognized as some of the nation's leading public sector consultants in the area of human resources. The Evergreen Solutions Team is able to fully assist Seminole County with creating an efficient and effective performance management system. This letter proposal is divided into three sections:

- Our Approach
- Work Plan
- Cost

Our Approach to Performance Management

Over time, the public sector has shown an increased awareness of the necessity of conducting regular performance evaluations and linking these evaluations to compensation management. Nevertheless, only a small subset of this group has truly recognized the intended gains from their performance review process. There are a variety of explanations for the differing outcomes. Some of the primary factors include:

- Failing to develop a performance management system instead of simple review process;
- Dedicating too little resources to helping employees understand the process, possible outcomes, and desired behaviors;
- Ignoring the critical training process for managers to be effective at using the tools;
- Employing a good system for fair reviews, yet not providing tangible rewards to employees;

- Allowing supervisors and managers to reward their “favorite” employees or “play favorites”; and
- Failing to use the performance evaluation as a true performance improvement process with meaningful feedback.

A variety of approaches have been utilized by progressive local governments to successfully address these issues. The key elements across the more effective initiatives include:

- Creating a culture of fairness, commitment to excellence, and trust between labor and management as the basis for performance management;
- Using technology as an aid in the review process, but not a replacement to providing feedback to employees;
- Implementing a continuous review and feedback system that actually links to employee day-to-day work;
- Providing tangible and if at all possible measurable outcome information for employee feedback;
- Employing a training process that refreshes supervisors and managers on a regular basis;
- Focusing on multi-faceted review elements (tasks, outcomes, and behaviors); and
- Linking the review process to a manageable cycle that allows managers to have meaningful interaction with employees.

The Evergreen Solutions team in designing a performance management system looks closely at the past experience of other organizations and lessons learned as well as the unique organizational characteristics of its client. We recognize that performance management for an organization is similar to what occurs with individuals: different factors motivate different people. Consequently, rarely does the “one-size fits all” approach lead to success.

Detailed Work Plan

Seminole County is at a crossroads from a organizational development standpoint. The County is growing and needs a consistent program for evaluating performance and determining rewards for high level performers.

This section outlines the specific activities and tasks that Evergreen Solutions, LLC will undertake to develop a performance management system for Seminole County.

Task 1.0: Initiate Project

TASK GOALS

- Establish a mutually agreed upon project work plan, time lines, deliverables, and monitoring procedures that supports the successful accomplishment of all project objectives.



- Conduct kick-off meeting to explain purpose and goals.
- Identify needed information, and the information source for the data.

TASK ACTIVITIES

- 1.1 Conduct project kick-off meeting to understand the status of current performance activities, and use this to review the work plan, project goals, expectations, and objectives. Establish logistics for meetings, working definitions, and reporting protocols.
- 1.2 Develop and submit a list of stakeholders, documents, and data needed to conduct the project.
- 1.3 Revise the work plan and schedule as necessary.
- 1.4 Perform ongoing project management
- 1.5 Develop materials for facilitation sessions, including the expected list of deliverables.

KEY PROJECT MILESTONES

- Revised work plan, if necessary
- List and collection of required documents and data needed to initiate project
- List of specific stakeholders who will participate in focus groups
- Weekly updates on status

Task 2.0: Conduct Internal Assessment

TASK GOALS

- Identify the strengths, weaknesses, opportunities, and threats of the current performance management system.
- Review best practices used by other public and private organizations to support high levels of performance.

TASK ACTIVITIES

- 2.1 Collect and analyze documentation from Task 1.2 above.
- 2.2 Conduct facilitated sessions with the County's executive management to identify:
 - Past experiences with performance management;
 - Needs of the organization for meeting performance goals;
 - Strategic direction of the organization and potential linkages to individual performance;
 - Perceived technology capabilities; and
 - Resources available to support various alternatives.



- 2.3 Identify existing indicators for stakeholder satisfaction and perspectives on the current performance management system through a series of focus groups with departments. Ten focus groups will be conducted to assess opinions on performance.
- 2.4 Analyze stakeholder information (SWOT) and determine the best alternatives for future development.
- 2.5 Discuss the results with the County project manager.
- 2.6 Produce report on SWOT.

KEY PROJECT MILESTONES

- Results of internal assessment
- SWOT analysis report

Task 3.0: Review Best Practices

TASK GOALS

- Review best practices in performance management in peer organizations.
- Determine elements from other organizations that can be utilized by the County.

TASK ACTIVITIES

- 3.1 Collect performance management best practices from various public and private organizations.
- 3.2 Analyze key elements of systems.
- 3.3 Create a matrix to link the various peer elements of the profile of the County.
- 3.4 Produce documentation of appropriate best practices.

KEY PROJECT MILESTONES

- Best Practices
- Crosswalk Matrix

Task 4.0: Create Performance Management System

TASK GOALS

- Design conceptual system for assessing performance in the County.
- Create each component necessary to administer the system.
- Validate the system with a subset of employees.



TASK ACTIVITIES

- 4.1 Create a conceptual diagram based on the results from the previous tasks and detailed analysis.
- 4.2 Design a flow chart for communicating the process with staff and managers.
- 4.3 Create the tools necessary for implementing the process including instructions, training materials, evaluation forms, scoring mechanism, and other support materials.
- 4.4 Discuss the process and tools with the Project Manager and other executive management staff.
- 4.5 Pilot the tools with a sample of managers and employees.
- 4.6 Analyze the feedback from the sample of managers and employees.
- 4.7 Update the process and materials based on the feedback.
- 4.8 Prepare orientation materials.
- 4.9 Prepare camera-ready copy of materials for the County.
- 4.10 Have the County produce the necessary copies.

KEY PROJECT MILESTONES

- Conceptual design document
- Flow chart
- Tools for review
- Final packet
- Orientation materials

Task 5.0: Training of Staff and Transition

TASK GOALS

- Develop training materials.
- Deliver training to managers.
- Deliver training to employees.

TASK ACTIVITIES

- 5.1 Develop comprehensive manager training materials based on the new process and forms. The materials should include clear instructions, examples, and other information necessary for efficiently and effectively managing performance.
- 5.2 Develop clear and concise training materials for employees.
- 5.3 Pilot the materials with one group of managers and one group of employees.



- 5.4 Update training materials as needed.
- 5.5 Train the designated trainers in two sessions.
- 5.6 Conduct 15 training sessions with employee groups.
- 5.7 Transfer all materials to the County human resource staff.

KEY PROJECT MILESTONES

- Manager training materials
- Employee training materials
- Training sessions

Project Schedule

Evergreen Solutions, LLC proposes to complete the above described work in 120 days.

Cost

Based on this scope of work, the total cost would be \$60,500.

Thank you again for considering us for this important work. We look forward to working with you.

Sincerely,



Jeffrey Ling, Ph.D.
Executive Vice President

