

FORM APPROVED COUNTY COUNTY FISCAL PROCEDURES APT.
 COUNTY OF RIVERSIDE, BYRD, Auditor-Com.
 DATE: 6/23/08
 BY: NEAL R. KIPNIS
 JAMES L. WING Deputy

830



**SUBMITTAL TO THE BOARD OF SUPERVISORS
 COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

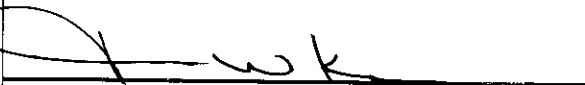
FROM: Human Resources Department & Sheriff's Department

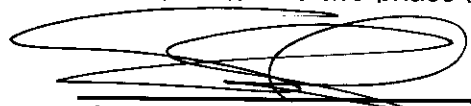
SUBMITTAL DATE:
 6/23/2008

SUBJECT: Approve a Sole Source Agreement with Aon Consulting, Inc., for Human Resources Consulting Services without securing competitive bids.

- RECOMMENDED MOTION:** That the Board of Supervisors:
- (1) Approve a Sole Source award to Aon Consulting, Inc., for consulting services for the Human Resources Department;
 - (2) Approve the attached professional services agreement between the County of Riverside and Aon Consulting, Inc., in an amount not to exceed \$700,000 over a period of two years (year 1 \$540,000; year 2 \$160,000) and authorize the Chairman to execute the agreement on behalf of the County;
 - (3) Authorize the Purchasing Agent to sign a one year renewal;
 - (4) Authorize the Human Resources Director/Assistant CEO to administer the agreement in accordance with applicable Board policies; (and)
 - (5) Approve and direct the Auditor-Controller to make the budget adjustments shown on Attachment A, attached.

BACKGROUND: Starting in 2008, the Sheriff's Department is preparing for a two-phase (continued)


 Ronald W. Komers
 Asst. County Executive Officer/Human Resources Dir.


 Stanley L. Sniff, Jr.
 Sheriff-Coroner-PA

| | | | | |
|-----------------------|-------------------------------|------------|-------------------------|-------|
| FINANCIAL DATA | Current F.Y. Total Cost: | \$ 540,000 | In Current Year Budget: | NO |
| | Current F.Y. Net County Cost: | \$ 540,000 | Budget Adjustment: | YES |
| | Annual Net County Cost: | \$ 160,000 | For Fiscal Year: | 08/09 |

| | | |
|---|----------------------------------|-------------------------------------|
| SOURCE OF FUNDS: Corrections Staffing Designation. | Positions To Be Deleted Per A-30 | <input type="checkbox"/> |
| | Requires 4/5 Vote | <input checked="" type="checkbox"/> |

C.E.O. RECOMMENDATION:
 APPROVE

County Executive Office Signature
 BY: 
 Elizabeth J. Olson

Prev. Agn. Ref.: **District:** **Agenda Number:**

3.63

Background Continued

project that will include an expansion of the Larry Smith Correctional Facility and the construction of an entirely new "Hub Jail" located west of Cabazon. Development of the Smith facility will begin in August 2009, and will involve the addition of 582 beds. The "Hub Jail" has a projected opening date of 2011. Collectively both facilities, located in the desert region, will require the hiring of 980 Correctional Deputies (CDs) and 420 Deputy Sheriff's (DS) by 2011 in order to meet the future staffing needs of Riverside County's jails. This effort represents a three to four fold increase in regular hiring levels currently handled by the Sheriff's Department recruitment team. With the change in leadership at the Sheriff's Department, an opportunity has been presented to the Human Resources Department to lead recruiting activities of the Sheriff's Department in light of the aforementioned increase in hiring demands. The County of Riverside Human Resources Department is ready to rise to this challenge, and we are excited to redefine our partnership with the Sheriff's Department in an effort to achieve this monumental goal. While the goal of hiring deputies is ultimately in mind, another goal of this effort is to position Riverside County as a top-notch law enforcement employer that differentiates itself from other agencies not only in the efficiency of our recruiting process but as a place to work that is Beyond Your Expectations.

Historically, Human Resources has partnered with County departments to attract and select qualified candidates for a broad spectrum of occupations including "difficult-to-recruit" positions and competitive industries. Some examples of our successes include significantly narrowing the shortage of skilled medical staff at Riverside County Regional Medical Center, enhancing efforts to recruit and hire a viable network of social workers for the Department of Public Social Service, and automating the recruitment process for the Probation Department to fill their Group Counselor and Probation Officer vacancies.

The local employment market does not support attracting this amount of needed staff and we must expand not only our approach but our geographic targeted markets for our recruitment efforts to produce hiring at these levels. In examining this challenge we have come to understand that hiring this amount of staff will not be achievable through simply replicating current processes on a larger scale; instead it requires reengineering existing processes. As many as 15,000 police vacancies exist throughout California at any given time, and about 14% of existing officers are eligible for retirement.

While planning our approach to this challenge, we have set our sights on four key elements of success described below.

Optimizing Recruiting Processes: We believe that using the services of a consulting firm with specific talent management expertise will give us access to best-in-class advice and technology and shorten implementation timelines. Aon Consulting, Inc., has vast experience serving public sector clients in the area of talent acquisition, talent management, and employee communication. Aon has consulted with numerous public sector organizations on talent management projects and has expertise to advise us on the optimization of Sheriff's recruiting efforts through this intensive hiring activity. Through our review of Aon's capabilities, it has become clear that Aon provides an unparalleled service in this area and will be able to offer the County resources that will complement our ability to meet the Sheriff's Department hiring challenge.

One immediate challenge that will be addressed by contracting with Aon Consulting, Inc., is the need for an applicant tracking system that is readily implementable. Our current JobMatch system was not designed to handle the detailed hiring process required for Deputy Sheriffs and Correctional Deputies, and a need exists to automate the existing multi-step process. Applicant tracking systems in the marketplace can support this hiring process; however purchasing an applicant tracking system from a vendor would require an implementation phase that could take six months to one year.

Background Continued

While the County's current applicant tracking system, JobMatch, is targeted for upgrade into the County's PeopleSoft system, the hiring demands of the Sheriff's Department will peak before the PeopleSoft upgrade project is complete.

Estimates of the implementation date for PeopleSoft's recruiting module are currently at least 18 to 24 months out. Aon Consulting, Inc., is able to offer us an immediately-implementable, world class applicant technology solution that will handle the surge of applicants that will need to be managed throughout the Sheriff's hiring initiative, and offers integration with the County's PeopleSoft product when this technology comes on-line.

The purpose of this consulting agreement is to focus on the initial intensive start-up activities of launching the Sheriff's recruiting campaign. These efforts will quickly reengineer and optimize processes, implementing the applicant tracking technology solution, and positioning recruiting staff in the most effective roles. After this focused phase, Aon's remaining activities over the balance of the contract will be centered on managing the technology solution until PeopleSoft's recruiting products can be implemented.

Revised Recruiting Screening: We have revamped the recruiting screening process to incorporate assessments that will screen-out candidates who are not likely to be successful through the entire process. By early screening, recruiting investment is made only in candidates who are likely to receive job offers.

Desert Recruiting Office: With the growing amount of jobs in the desert region (up 30% due to this initiative alone), Human Resources is seeking to open a desert office that will support this hiring initiative. This office will house an Assessment Center and pre-employment functions who will focus on interacting with Deputy candidates (as well as others) seeking work with the County in the desert region. We have selected Palm Springs because of the name recognition and associations with "resort community" living that come with it when we communicate with job-seekers. It will help position the County as an employer that is Beyond Your Expectations, consistent with our employment brand messaging. This Palm Springs office will be convenient to the Sheriff's Palm Desert office from which background investigations will take place.

Recruitment Advertising: The staffing levels required by the Sheriff's hiring initiative will force us to expand our reach beyond traditional markets where we recruit, and target new audiences to consider careers in law enforcement with the County of Riverside. We have partnered with the County's recruitment advertising firm, TMP Worldwide, to develop a marketing strategy that will take the Sheriff's message into new markets. A comprehensive plan has been developed with nationwide and worldwide reach (for example, focusing on enlisted military) to bring candidates in at the levels necessary to support the hiring volume. A number of targets have been set, including diversity markets, unemployment markets, transient resident and other potential areas of opportunity. We have also specifically set our plan to attract college graduates, in an effort to bring on career-minded individuals to the Sheriff's department. To support this effort, the Human Resources Department and the Sheriff's Department will partner with TMP to develop the creative media that will position the Sheriff as a top employer in all materials associated with the campaign.

In consideration of the above planned activities, approving this sole source contract with Aon Consulting, Inc., enables us to activate a critical part of the comprehensive recruiting plan to staff the Sheriff's important hiring initiative. Human Resources and the Sheriff's Department have already begun revising internal operations and procedures, as outlined in Attachment B; the next step is to implement the applicant tracking system and other services supplied by Aon, and begin acting on the recruiting plan.

Background Continued

Price Reasonableness: Fees for consulting services are reasonable. Considering the scope and level of services offered in support of this hiring effort Aon offers a comprehensive solution with key components of a technology solution, process re-engineering consulting, and recruitment process support that will enable the immediate ramp up of this hiring effort.

Due to the long term relationship with the County, Aon has granted discounts in several areas including project fees/prices and billing rates. The largest and most significant discount is in the set-up and initiation fees as well as the inclusion of the software for the Taleo applicant tracking system. The pricing received by the County is less than fees charged to new customers. Aon is able to offer deep discounts because of the bundling of more than one service and the inclusion of technology solutions. Specific examples of billing rate discounts include:

RPO consultants 20% discount; Recruiting specialists 13% discount; I/O Psychologists 10% discount. There is an overall discount of 14% applied to the overall system solution price due to the bundling of more than one service and long term relationship with the County.

ATTACHMENT "A"

| | Fund-Dept ID-Acct. | Account Description | Amount |
|----------------------------------|---------------------------|----------------------------|---------------|
| Human Resources | | | |
| Increase in Appropriation | 10000-11301-00000-523940 | Recruiting Expense | 540,000 |
| | 10000-11301-00000-572800 | Intra-Miscellaneous | -540,000 |

Sheriff's Recruiting Process Attachment "B"

| | "Before" | "After" |
|-------------------------------------|--|--|
| Prescreening | None | The application process will be completely internet-based, allowing candidates to apply at their convenience and from any internet connection. When candidates apply, they will be given an internet-based prescreen questionnaire as the first step. This assessment is designed to screen for candidates who are likely to be successful through the entire process. For example, anyone who has a felony would be eliminated as a candidate at the earliest step. |
| Assessment | Written paper based test. 21-day lag time for scoring by POST because tests were sent by mail and scores were obtained by mail. | Computerized testing at one of the County's Assessment Centers. Results are available immediately, and candidates are then immediately invited to take the physical agility exam. Testing capacity will be increased with the new Palm Springs HR office. Palm Springs will have 5 mobile testing units to deploy to desert events, in addition to 25 testing units available in the Palm Springs office. Capacity in the Riverside Assessment Center has been increased by 30 testing units. |
| Test Availability | Test dates only | Continuous testing. Two Assessment Centers, Riverside & Palm Springs; extended testing hours including evenings and weekends. Tests can be "taken on the road" and administered and proctored anywhere there is an internet connection. Testing can be conducted at job fairs. |
| Recruiting Offices | Riverside-centric; candidates had to travel to Riverside for background related activities. | Riverside & Palm Springs HR Recruiting Offices. The Palm Springs locale provides name recognition to our recruiting efforts, since Palm Springs is internationally recognized as a resort destination. |
| Background Investigators | 35 Riverside-focused background investigators. | New Palm Desert satellite Sheriff's Personnel Bureau office for background investigators. Sheriff's Dept will add 16+ new background investigators. Human Resources will open an office in Palm Springs to support the recruiting efforts in that region. |
| Polygraph Examiners | Examinations were done in Riverside. 2 polygraph examiners. | A second office for Polygraph exams will be added to Palm Springs. Total polygraph examiners will be increased to 5. |
| Psychological Evaluation | Riverside based examinations. 1 examiner. | Two locations for examinations, Riverside and Palm Springs. 3 Examiners. |
| Medical Evaluation | Riverside based examinations only, through HR Occupational Health. | Two locations for examinations, Riverside and Palm Springs. Examinations will be provided by HR Occupational Health, with 2 examiners dedicated to the new Palm Springs office. |
| Sourcing Strategy | Attendance at Job fairs, use of local website jobing.com, attending local community events. Primarily local focus. | A plan has been developed to tap our regional, national, international candidate markets. New approaches are being taken to generate candidates, including marketing through on-line, interactive, advanced technology, and social media tools. In partnership with our advertising agency, we have undertaken a labor market survey to develop our targets, and have planned a media strategy to place the Sheriff's message in these markets. Local sources will also be used, where they have been effective in the past. |
| Applicant Tracking System | None. Applicants were managed using paper-based processes. Candidates need to contact their recruiter for information about their status, or to see what the next step might be. | A comprehensive internet-based applicant tracking system with an on-line account for candidates to monitor their progress, obtain necessary materials, and communicate with their recruiter. County staff will have access to individual candidate information, to communicate in person, and more broadly, metrics on who is in the pipeline and effectiveness of recruiting efforts from each source. The applicant tracking system is the backbone of our candidate care center model, where HR staff and Sheriff staff will interact with candidates and work with them as they go through the hiring process. |
| Candidate Care Center | None | Center of Excellence for candidate care where each applicant has readily available information on their status in the process, staff to answer questions about what occurs next, and to facilitate candidate through-put in the application process. Each step of the application process will be reviewed to minimize drop-out rates, and to bring total cycle time to less than 90 days. |
| Measurement of Effectiveness | None | Utilizing an applicant tracking system will allow us to capture source of hire information. This will enable us to identify our most effective recruiting campaigns and to capitalize on sources for future candidates. Our advertising media also incorporates tools that measure audience response, such as "click through" on electronic ads. Reports will be reviewed by management to ensure that we are spending recruiting dollars wisely, and in effective channels. |

Date: **June 23, 2008**

From: **Ronald W. Komers**
Assistant County Executive Officer/Human Resources Director

Department: **Human Resources Department**

To: **Board of Supervisors**

Via: **Purchasing Agent**

Subject: **Sole Source Procurement; Request for Aon Consulting, Inc.**

The below information is provided in support of my Department requesting approval for a sole source. Outside of a duly declared emergency, the time to develop a statement of work or specifications is not in itself justification for sole source.

Supply/Service being requested: **Human Resources Management Consulting Services**

Supplier being requested: **Aon Consulting, Inc.**

Alternative suppliers that can or might be able to provide supply/service: **None.**

Extent of market search conducted: **None.**

Unique features of the supply/service being requested from this supplier, which no alternative supplier can provide: **Consulting on talent management, optimization of recruiting processes, applicant tracking system solution that will carry us through until the PeopleSoft recruiting module upgrade has been completed.**

Reasons why my department requires these unique features and what benefit will accrue to the county: **Starting in 2008, the Sheriff's Department has dramatically increased their forecasted hiring of staff in order to support the expansion of the Smith Correctional Facility and the building of the "Hub Jail." These projects will require hiring an additional 1,400 employees, a four-fold increase in hiring over present levels. The hiring activity will primarily target Correctional Deputies and Deputy Sheriff candidates. The current staffing model is not optimized to support hiring of this volume.**

To respond to a challenge of this magnitude, in consideration of the short timeframes involved, the Human Resources Department began to review options for optimizing processes. **Aon Consulting, Inc., has vast experience serving public sector clients in the area of talent acquisition, talent management, and employee communication. Aon has consulted with numerous public sector organizations on talent management projects and has the expertise to advise the County how to optimize recruiting efforts to support this intensive hiring activity. Through our**

review of Aon's capabilities, it has become clear that Aon provides an unparalleled service in this area and will be able to offer the County resources that will complement our ability to face the Sheriff's Department hiring challenge.

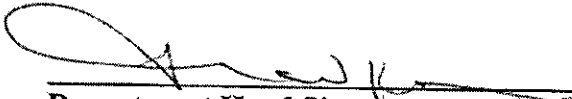
Our current JobMatch system was not designed to handle this volume of candidates, and the Sheriff's staffing efforts will require applicant tracking through the use of technology. JobMatch is targeted for upgrade into the County's existing PeopleSoft system, however this project is not yet complete and will not be for at least 18 to 24 months. Aon Consulting, Inc., is able to offer us a bridge solution that will handle the influx of applicants that will need to be managed throughout the Sheriff's hiring initiative, and offers integration with the PeopleSoft product when this technology comes on-line.

The purpose of this consulting agreement is to focus on the initial intensive start-up activities of launching the Sheriff's recruiting campaign for a period of approximately three months. These efforts will focus on quickly optimizing processes and positioning County staff in the most effective roles. After this focused phase, Aon's activities will be centered on managing the technology solution until PeopleSoft's recruiting products can be implemented.

Attached to this Sole Source Justification is the consulting proposal which outlines how Aon's Recruitment/Employment Process Outsourcing Group will offer strategic support to the County to speed the ramp up of a fine tuned hiring effort, while preparing to transition it back to County Human Resources staff. Contracting with Aon will also offer the hiring effort access to an Applicant Tracking System that can be put into place immediately, a must-do activity that will optimize the processing of a high volume of candidates, support our assessment and testing efforts, and power the web-portal for applicants.

Price Reasonableness: .Due to the long term relationship with the County, Aon has granted discounts in several areas including project fees/prices and billing rates. The largest and most significant discount is in the set-up and initiation fees as well as the inclusion of the software for the Taleo applicant tracking system. The pricing received by the County is less than fees charged to new customers. Aon is able to offer deep discounts because of the bundling of more than one service and the inclusion of technology solutions. Specific examples of billing rate discounts include: RPO consultants 20% discount; Recruiting specialists 13% discount; I/O Psychologists 10% discount. There is an overall discount of 14% applied to the overall system solution price due to the bundling of more than one service and long term relationship with the County.

Does moving forward on this product or service further obligate the county to future similar contractual arrangements? No.


Department Head Signature

6/18/08
Date

Purchasing Department Comments:

Approve

Approve with Condition/s

Disapprove


Purchasing Agent

6-18-08
Date