REQUEST FOR QUALIFICATIONS & PROPOSAL (RFQ/RFP)
for
PROFESSIONAL SERVICES
for
DEVELOPMENT AND DEPLOYMENT OF HUMAN RESOURCES DEPARTMENT
City of Montgomery

Interested firms should submit their responses no later than 4:00 p.m. (central time) <u>JULY 3, 2024.</u> RFQ/P response package should be marked "Request for Qualifications and Proposal Submit Five (5) hard copies and two (2) electronic copies on USB drives to:

Jerime Reid
Chief Operating Officer
City of Montgomery
25 Washington Avenue; 6th Floor
Montgomery, AL 36104

Copies of the RFQ/P may be obtained by calling 334-625-2606, or by visiting the City's website at: https://www.montgomeryal.gov/business/partner-with-the-city/procurement-purchasing

Inquiries about the RFQ/P should be sent in writing and directed to:

Jerime Reid, Chief Operating Officer @: jreid@montgomeryal.gov

Background

The City of Montgomery consists of a Mayor-Council system of government that services over 200,000 residents, living in a community that encompasses a total area of 162 square miles. Presently, the City of Montgomery's human resource's function is executed under a Personnel Board construct that services Montgomery County, the City of Montgomery, and the Montgomery Regional Airport. The Montgomery City-County Personnel Board (MCCPB) consists of three board members and nine HR practitioners, and its duties encompass the following:

- Provides the basis for all personnel actions through established rules and regulations.
- Provides equal opportunity employment and for fair and equal treatment of employees.
- Provides rights of review and appeal.

Presently, the City of Montgomery has 2,500 funded positions with ~1,960 positions filled. This gives the city a fill rate of 78.4%.

Objective

The City wishes to establish its municipal government human resources (HR) department from its current baseline state. This will involve consideration of various components, infrastructure requirements, systems implementation, and the understanding and development of a maturity model to guide the implementation. The City anticipates a 3-year initiative to develop the HR functionality and assist the City to completely stand-up the HR business unit.

Tasks

The contractor must understand the required components of a public government HR Department and work with the City to establish a roadmap to reach milestones.

The work will be performed in phases to support an implementation that anticipates the City's current workload and priorities. The government anticipates the following phases:

Task 1: Understand the Current Organization Maturity Level and the Desired Maturity Level

The overarching task is to engage key stakeholders to define the vision and foundational goals for establishing the HR department, ensuring alignment with organizational objectives. This will
include:

1. Understanding the current maturity level of HR processes within the City
2. Understanding the desired maturity level for the HR department after implementation
3. Determining specific areas where maturity is lacking
4. Defining how progress will be measured against the maturity model

Task 1 Expected outcomes and deliverables:
1. Current state assessment to include current, impacted workforce, interaction and dependencies with County; stakeholder impact assessment
2. Design of the City's maturity model and implementation phases
3. Design of the desired state to include foundational strategy and goals for establishing the HR department
4. Determining how the organization will be prepared for subsequent levels of maturity

Task 2: Develop Organizational Structure

The overarching task is to identify and define HR services aligned with organizational goals, specifying the functions and capabilities the HR organization will offer. This will include:

1. Determining full scope of HR functions and services including DEIA considerations that will be provided by the HR organization
2. Establishing the proposed organizational structure for the HR department
3. Defining roles and responsibilities within the department to include key and non-key (e.g., HR Manager, Recruitment Specialist, Benefits Administrator)
4. Defining specific qualifications and experience required for the key roles and functions

Task 2 Expected outcomes and deliverables:
1. Hierarchical organizational chart with positions
2. Clear definitions of HR services and capabilities

Task 3: Operationalizing the Developed Organizational Structure

The overarching task is to translate and refine phase 1 of the proposed organizational structure into detailed processes and workflows, outlining how each role contributes to HR functions and overall organizational goals.
1. Define key touchpoints, interactions, and dependencies among different HR roles and functions and stakeholders
2. Outline current employee transition plan
3. Understand potential recruiting needs and workflows

Task 3 Expected outcomes and deliverables:
1. Fully developed position descriptions

2. Develop realignment plan for current employees
3. Identify recruitment sources and staffing plan for executive and tier 1 level management positions

Task 4: Develop Change Management and Communications Plan

The overarching goal is to develop a plan and communications artifacts to ensure successful implementation and adoption of the organizational changes.

1. Assess the level of influence and interest of affected stakeholders
2. Understand concerns and the impact of the proposed changes
3. Define communications objectives

Task 4 Expected outcomes and deliverables:
1. Fully developed change management and communications plan

Task 5: Determine the Phases of Implementation Based on Desired End State

The overarching goal of this task is to outline a final implementation plan (phases, timelines, and desired outcomes) that covers the entire HR function with a phased approach to advance the organization to the next level of maturity until ultimate goals are achieved. The Implementation phases should incorporate the following:

1. Conduct a gap assessment of current and desired state of Standard Operating Procedures (SOPs)
2. Determine the different phases of the implementation plan based on the determined maturity model and the services actualized during each phase. This may include the following functions.

HR Policies and Procedures
Understand existing HR policies and developing new policies as required, determining the areas or topics that should be covered

Classification, Recruitment and Staffing
- Establish a standard approach for developing position descriptions
- Develop plan to approach recruitment and staffing, that includes DEIA considerations
- Determine specific requirements (if necessary) for an Applicant Tracking System (ATS) to streamline recruitment processes
- Determine how the ATS integrate with other HR systems

Employee and Labor Relations
- Determine strategies that will be employed for managing employee and labor relations (if applicable) ensuring to incorporate existing initiatives and practices

Performance Management
- Determine criteria to be used for performance evaluation, and how will it be tracked
- Determine any specific performance management tools desired

Total Compensation and Rewards
- Benchmark pay, benefits and retirement programs
- Determine employee engagement strategies and incentive programs (to include recruitment and retention)

Training and Development
- Understand the types of training initiatives that are envisioned for employees and HR staff
- Determine methodology for how the HR department will assess training needs and implement development programs
- Determine if a Learning Management System (LMS) will be used for training and development initiatives
  o If so, what features should the LMS have for training and development initiatives?
  o How will employee training records be managed?

HR Information Systems and Data Management
- Understand current systems environment - What services are currently available – what is the desired state?
- Determine the Human Resources Information System (HRIS) or technology solutions that will be implemented for data management and process automation
- Determine how technology support the HR function
- Determine the IT infrastructure needed to support HR systems and software
- Understand the features and functionalities that should be included in the HRIS for effective data management
- Understand data security and privacy issues

Communication Infrastructure
- Understand how communications be facilitated within the HR department and with other municipal departments
- Determine the specific communication tools or platforms required

Physical Infrastructure
- Determine the physical space and facilities that are required for the HR department
- Understand specific considerations for privacy and confidentiality

Task 5 Expected outcomes and deliverables:
1. Phased implementation roadmap to align maturity model with key outcomes per phase

Task 6 Develop a Process for Continuous Model Optimization
The overarching goal of this task is to ensure on-going methodologies are in place for on-going process improvement.
1. Develop the continuous improvement strategies
2. Develop compliance and risk management strategies

Task 6 Expected outcomes and deliverables:
1. Departmental Key Performance Indicators (KPIs) and metrics
2. Insights to inform decision-making and pinpoint optimization opportunities

**This contract will be funded from the City of Montgomery's General Fund
***Requirements?