



Richland County Council
EMPLOYEE EVALUATION OVERSIGHT AD HOC COMMITTEE
 June 11, 2020 – 1:00 PM
 Zoom Meeting

Yvonne McBride District 3	Paul Livingston District 4	Bill Malinowski District 1	Joe Walker District 6	Chakisse Newton, Chair District 11
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1. **CALL TO ORDER** The Honorable Chakisse Newton
2. **APPROVAL OF MINUTES**
 - a. **May 5, 2020** [PAGES 3-7]
 - b. **May 14, 2020** [PAGES 8-10]
3. **ADOPTION OF AGENDA**
4. **REVIEW EVALUATION PROPOSAL**
 - a. **Evaluation Process for County Administrator** [PAGES 11-15]
 - b. **Job Description Development and Evaluation Process for other Council Direct Reports** [PAGES 16-23]
5. **CONTRACTUAL MATTER**
6. **ADJOURNMENT**



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Richland County Council

EMPLOYEE EVALUATION OVERSIGHT AD HOC COMMITTEE

May 5, 2020 – 3:00 PM

Zoom Meeting

COMMITTEE MEMBERS PRESENT: Chakisse Newton, Chair; Yvonne McBride, Paul Livingston, Joe Walker and Bill Malinowski

OTHERS PRESENT: Allison Terracio, Michelle Onley, Leonardo Brown, Kimberly Williams-Roberts, Angela Weathersby and Jennifer Wladischkin

1. **CALL TO ORDER** – Mr. Malinowski called the meeting to order at 3:01 PM.
2. **APPROVAL OF MINUTES** – Mr. Livingston moved, seconded by Mr. Malinowski, to approve the minutes as submitted.

Ms. McBride inquired if the Election of the Chair was for 2019 or 2020.

Mr. Malinowski responded it was for 2020. It was the last meeting of 2019 and the first meeting of the committee.

Ms. McBride stated the new committee members were not assigned until 2020.

Mr. Malinowski stated he thought it was the same committee members, but we can add the Election of the Chair to the agenda during the Adoption of the Agenda.

In Favor: Malinowski, McBride, Livingston, Walker and Newton

The vote in favor was unanimous.

3. **ADOPTION OF THE AGENDA** – Ms. McBride moved, seconded by Mr. Walker, to adopt the agenda as amended.

In Favor: Malinowski, McBride, Livingston, Walker and Newton

The vote in favor was unanimous.

- 3(a). **ELECTION OF CHAIR** – Ms. McBride moved, seconded by Mr. Walker, to nominate Ms. Newton for the position of Chair.

In Favor: Malinowski, McBride, Livingston, Walker and Newton

The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION**

Ms. Newton inquired if the committee wished to take up the items up individually, or discuss the job descriptions/duties more generally.

Mr. Livingston stated, since the job duties differ with each position, it might be better to focus on them individually.

Ms. Newton stated, when she looked at the positions, there are different types of job descriptions. Some only reference job duties, and some reference other characteristics or temperaments. She noticed that our job descriptions seem to be missing those, but we can discuss those as we discuss each item.

Mr. Malinowski stated, rather than discuss each job description, and where we are going with evaluations, he would like to ensure that we are clear where we are going. In the minutes, from the previous meeting, Ms. Newton had some recommendations about setting clear standards for employee's performance, creating a mechanism that regularly measures against those objectives, making sure we are acting as managers, etc. We need to make sure we have a process in place, which includes these standards and mechanisms before we begin talking about the employees. Otherwise, we are talking about items that we do not know if we have a set of standards for.

A. Evaluation of Council Employees

Mr. Malinowski stated the most important item on today's agenda related to the Administrator. His one-year anniversary, with the County, is coming up in July, and according to the Administrator's contract, there are certain duties and responsibilities that he is supposed to handling. It also states, under Section 9, Council is to conduct a performance evaluation annually, and that Council will ask outside professional assistance to establish a process by which the evaluation should be conducted.

Ms. Newton stated, at the last meeting, one of the action items that came out of the conversation was inquiring of Find Great People, the recruiting firm we used to hire our Administrator, if an evaluation was included as a part of that process. The task was given to her. She reached out to Ms. McBride, the Chair of the Administrator Search Ad Hoc Committee, and Find Great People. The formal evaluation is not included; however, they do have a general evaluation template they are willing to share with us. In addition, it is a service they can provide, if we are interested. Moreover, they have a Human Resources arm that does assist, and could help us as much, or as little with the process as we wanted. If we wanted them to guide us through the entire process, they could do that. If we wanted them to consult with us on an ad hoc basis and advise us on process that we manage ourselves, they can do that. However, according to procurement that would require a different solicitation. One of the questions, we had last time, was how we wanted to handle the evaluation process.

Ms. McBride stated, as Chair of the Administrator Search Ad Hoc Committee, she addressed the evaluation, and Find Great People, at that time, agreed to assist with the evaluation. She presented it to full Council in Executive Session, but she did not receive a response. Based on the evaluation of Council employees, we need to define the process and have a general means of evaluation. She agrees with Mr. Malinowski that with the Administrator's evaluation coming up soon we need to address that, but first we need to have a process for all three (3) positions.

Mr. Malinowski inquired if Find Great People volunteered to assist us, or will there be a cost involved. If there is a cost, he believes we will have to go through the procurement process.

Ms. McBride responded, at the time, they agreed to voluntarily do it. Since we have waited, she does not know if they will provide the service for free now.

Ms. Newton stated, during her conversation with Find Great People, they said they were happy to provide some general guidance. According to Procurement, if we want them to work with us officially, in the process, it would require a different solicitation because it was not included in the scope of the original solicitation. In terms of creating a process for this evaluation, would it please the committee if we had an outside firm assist us with the process?

Mr. Malinowski responded, he does not believe it is a matter of what pleases the committee, or Council, because Section 9 of the Administrator's contract specifically states Council will seek outside professional assistance to establish a process by which such performance evaluation shall be conducted.

Mr. Livingston stated that was intentionally put it in the contract so Council would not get bogged down with trying to do the process on their own.

Mr. Malinowski moved, seconded by Ms. McBride, that Council proceed with, in conjunction with Procurement, to seek outside professional assistance to establish a process to create performance evaluations.

Mr. Livingston inquired if that would apply to all Council employees.

Mr. Malinowski responded in the affirmative.

Ms. Newton requested a friendly amendment to the motion, so it is clear the motion applies to all Council direct reports.

Mr. Malinowski accepted the friendly amendment.

Ms. Terracio stated she has never been part of a process where an outside firm has done an evaluation. She inquired as to what the process will look like.

Ms. McBride responded, in general, they will look at the job description. Based on the job description, they will get input in developing an evaluation tool that would address the duties, and then Council would conduct the evaluation.

Mr. Malinowski and Mr. Livingston agreed with Ms. McBride's description of the process.

Ms. Newton stated, when she spoke with Find Great People, they were flexible with how much, or how little, they worked with us.

Mr. Malinowski inquired if this is something that could come under the Chair's Report to give Council an update on where we are with this process.

Mr. Livingston responded he could give an update under his report.

In Favor: Malinowski, McBride, Livingston, Walker and Newton

The vote in favor was unanimous.

Ms. Newton inquired if the committee wanted to decide on a recommendation, in terms of how we structured the evaluation (i.e. the ad hoc committee or full Council).

Ms. McBride responded she assumed that was a part of the responsibilities of the ad hoc committee.

Ms. Newton stated she also assumed that, but she does not know if that was confirmed by the body, which is why she brought it up for discussion.

Mr. Livingston responded it was his belief the ad hoc committee would be conducting the evaluations, and would present a recommendation to Council.

Mr. Malinowski stated, in the minutes from the previous meeting, Mr. Walker brought up this point. Therefore, it was his understanding, in approving those minutes the committee would take responsibility for providing recommendations to Council.

Ms. Newton stated a motion was just approved to procure an outside firm to assist in the evaluation of Council direct reports. There are members of the committee that would like to understand what the timeframe of that process would be, considering that contractually we need to offer an evaluation to our Administrator by July.

Ms. Wladischkin stated she would need, from the committee, what they expect the consultant to performance, or the deliverable they would expect to be returned. She will take the scope of work and incorporate it into a Request for Proposal (RFP). We normally have a 30-day advertisement period for proposals, but the County Administrator can shorten the advertisement period, if deemed necessary. Generally, we allow 2 weeks for the evaluation of the proposals, and then we consolidate the scoring. Once the scoring is completed, a ranking memo will go to the Administrator. If the dollar amount is over \$100,000, it would be brought to Council for approval of an award.

Ms. McBride stated, last time, we used a vendor's list and we did not have to go through the RFP process. She inquired if Ms. Wladischkin is familiar with that process.

Ms. Wladischkin responded we have gone through State contracts in the past, which do not require the solicitation process on the County's behalf. She does not believe, for these particular services, there was a State contract, but she will research the matter.

Ms. McBride stated we used the vendor, Find Great People, and she believes they are on the State list. The contract was for an extended period time because they allowed so much time, after we hired the person, for them to still be a part of the duties. She wondered if the contract could be amended and add the responsibilities to assist with the evaluation process.

Ms. Wladischkin responded she will review the contract. She knows that was generated for the executive search function, so we would be bound by the State contract clauses for that.

Mr. Malinowski stated, so Ms. Wladischkin understands, if we are not able to use Find Great People, we are looking for three (3) different types of evaluations: Administrator, Clerk to Council and County Attorney, and each one will have its own set of requirements to follow, so it would not be a one-size fits all.

1. Job Descriptions/Duties

- a. Clerk to Council – Ms. Terracio stated one of the things she noticed when she was reviewing these was in the class description there are bullet points, and then there are also in Section 2.103 – Responsibilities and Duties bullet points. She inquired if it was advisable for those to line up with each other. She noted there are things in one that are not included in the other.

Ms. Newton responded Ms. Terracio is looking at the job description on one hand, and the Richland County Code on the other hand, and asking if they need to be more aligned. The information she received, regarding this, is that when you look at the position of the Clerk, which is defined by law, those are items of responsibilities and duties that must be done. However, the things that are in the Code, and the legal requirements that have to be done, are not exclusionary. For example, we could say, in addition to these legal requirements, these are additional duties would like our Clerk to do.

Mr. Livingston stated the starting point on each of these position is the State statute. He does not know if there are any prohibitions from adding to the job description(s).

Ms. McBride stated, when she worked on the committee for the Clerk to Council, we started out with the requirements by law, and then we added other requirements. She noted, when we did the County Administrator search, we had the contractor to help us develop the job description. As a part of the overall evaluation process, we could get assistance in developing the job descriptions. It requires a lot of work, and persons with expertise in the area in developing these job descriptions.

Ms. Newton stated, from her perspective, developing the evaluation process and reviewing the job descriptions could be handled concurrently. She stated she would support Ms. McBride's recommendation to have the consultant review and update the job descriptions.

Mr. Malinowski stated we had spoken, in the past year, about hiring an Internal Auditor. It is his understanding the Internal Auditor also reports directly to Council. If that is the case, we are going to have to create a job description and review for that individual, as well.

Ms. Newton stated, for clarification, she was under the impression that we had a separate committee that was working on the Internal Auditor position, and, if so, does that body have an existing job description?

Mr. Livingston responded he will need to check to see if the Internal Auditor Ad Hoc Committee was reestablished.

- b. County Administrator
- c. County Attorney

Mr. Malinowski stated the Clerk to Council and County Administrator have contracts. He was told by the Human Resources Director, Dwight Hanna, the County Attorney does not have a contract. He would like to be provided information on why the County Attorney does not have a contract, and if we need to establish one for that position.

5. **ADJOURNMENT** – The meeting adjourned at approximately 3:46 PM.



Richland County Council
EMPLOYEE EVALUATION OVERSIGHT AD HOC COMMITTEE
May 14, 2020 – 1:30 PM
Zoom Meeting

COMMITTEE MEMBERS PRESENT: Chakisse Newton, Chair; Yvonne McBride, Paul Livingston, Joe Walker and Bill Malinowski

OTHERS PRESENT: Allison Terracio, Dalhi Myers, Michelle Onley, Leonardo Brown, Kimberly Williams-Roberts, Angela Weathersby, Jennifer Wladischkin, Ashiya Myers, Elizabeth McLean and Ashley Powell

1. **CALL TO ORDER** – Ms. Newton called the meeting to order at 1:30 PM.
2. **ADOPTION OF THE AGENDA** – Ms. McBride moved, seconded by Mr. Walker, to adopt the agenda as published.

In Favor: McBride, Malinowski, Walker and Newton

The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION**
 - A. Evaluation of Council Employees
 1. Evaluation Process
 2. Updated Job Descriptions
 3. Contractual Matter: Procurement of Evaluation and Oversight Support

Ms. Newton stated the items for discussion are listed separately, but last time we discussed them as part of a parcel. The question the committee asked last time is, given the time sensitive nature of our desire to move forward, if it was possible to work with a third-party firm to assist us with the evaluation process. In addition, if it would be possible to extend, or amend, the scope of services that we have our existing vendor to do that. After consultation with Procurement, we were informed that we could amend the scope of services for that work.

The next steps, discussed at our previous meeting, was that we would require a scope of services, and then, whether we wanted to issue a solicitation or work with our existing vendor. She emailed the committee members a draft scope of work, which was prepared by Procurement.

Ms. McBride moved, seconded by Mr. Walker, to amend the scope of services, with the existing vendor, and to utilize the draft scope prepared by Procurement.

Mr. Walker stated he is in general agreement with what we are asking for from Find Great People. His question, and learning from the lessons of the past, would it not be prudent to include in their scope the ability to go out and search for someone (i.e. Internal Auditor). Could we go ahead and have a

bullet point in the scope, amending it as such, so that if we do have to find someone, we can immediately engage the existing vendor on our behalf.

Ms. Newton stated, to Mr. Walker's point, in terms of amending the scope of services, and allowing the option to use the firm for a search, if needed for a Council direct report. Her understanding of Mr. Walker's suggestion is that neither Council, nor this body, would be obligated to do that, but it would be an option if we wanted to pursue it.

Mr. Walker responded that is the question he is asking.

Ms. Wladischkin noted the additional services would not fall under State contract. To answer Mr. Walker's question, you could certainly add information about any future searches; however, Find Great People is on State contract for executive search services. Therefore, you would not necessarily have to add it to this process, in order to do that. You could do that, at any given time, up until the State contract would happen to expire.

Mr. Walker stated, this body, from a Council perspective, tends to not to act on it, if it is not there. From the committee's perspective, given our charge, and our desire to create efficiencies, he would feel more comfortable if there were a distinct bullet point, in the scope of services, to allow the option for Council to engage this company to go do that, if needed. He understands Ms. Wladischkin's point, but he thinks if it were spelled out in black and white, it would make our lives easier down the road.

Mr. Malinowski stated he thought we were more concerned about getting the Administrator's evaluation up and ready. While there is this lengthy scope of services, it would seem to him, if we agree to engage Find Great People, we specifically state we need this one done now. The other ones can come along later in regard to a manual, quarterly checkpoint forms, etc. We need to move forward with the immediate need, which is the Administrator, and let them know there will be additional requests following this for the other employees.

Ms. Newton stated, if we were to move forward with this scope of work, she would imagine that we would still have the ability to negotiate and prioritize what we would like to do first. To Mr. Malinowski's point, do we need to specifically address that we would like to do the Administrator's evaluation process first.

Ms. Wladischkin responded, for clarity sake, it would be good to include it.

Ms. McBride stated, once we do the contract, we will develop a timeframe, so we can set the priorities, as well as the projected dates.

Ms. Newton stated this scope of work specifically addresses the evaluation process, which is our priority, but we had also discussed job descriptions. She would like to add assistance with job descriptions, as needed, to the scope. In addition, she would like the document to reflect "Council direct reports" instead of specific job titles, in the event that Council has additional direct reports (i.e. Internal Auditor).

Mr. Livingston stated there are a lot of items listed in the document, and he believes some of those things could be combined.

Ms. Newton inquired, from a scope of work perspective, if we approve what we have discussed, as amended, is that then etched in stone, so we can move forward with recommending it to Council, or does every comma have to be in place exactly as it would be, when we work with the firm.

Ms. Wladischkin responded that she sees this as more of a live document, and could be revised after it is discussed by Council. We could include language that is nonrestrictive, so we have more of a feel for

what may need to be done, but the vendor, who is going to perform the services, may know better how to do that. We could leave it a little bit open for them to interpret, and lend us some of their expertise.

Mr. Livingston inquired if we need to specify the terms of agreement.

Ms. Wladischkin responded the terms can be defined by us. The terms could be that the vendor performs the work, and then the contract is complete, or it could be more of an open-ended agreement where we have the ability to add additional services in the future, such as Mr. Walker mentioned. Typically, we have contracts that are one-year, with up to 4 one-year optional renewals, so we could do something like that. She believes that Find Great People has had situations where they are the on-call HR consulting firm.

Mr. Walker made a friendly amendment to accept the changes to the scope of services, as discussed by the committee.

Ms. McBride accepted the friendly amendment.

Ms. Newton stated, for clarification, the motion is to expand the scope of the existing agreement we have with our vendor, and to adopt the draft scope of services, with the changes and amendments discussed.

Mr. Malinowski inquired if we are going to tweak the draft scope of services before we send it out. In addition, is it going to go to Council for approval?

Ms. Newton responded that Ms. Wladischkin offered to make the modifications that we discussed before we sent it to full Council.

Mr. Malinowski stated, if we have any other suggestions, we should send those to Ms. Wladischkin.

Ms. Newton responded in the affirmative.

Mr. Malinowski stated there are certain State requirements for these positions, and he does not see that reflected in the document. While we have best management practices listed, we also need to make sure that State law is covered.

Ms. McBride stated, when we did the search for the Administrator, the contractor worked with us and we looked at all the laws.

In Favor: Malinowski, McBride, Livingston, Walker and Newton

The vote in favor was unanimous.

4. **ADJOURNMENT** – The meeting adjourned at approximately 1:51 PM.



PROJECT OVERVIEW AND PROCESS PROPOSAL RICHLAND COUNTY GOVERNMENT

June 2, 2020

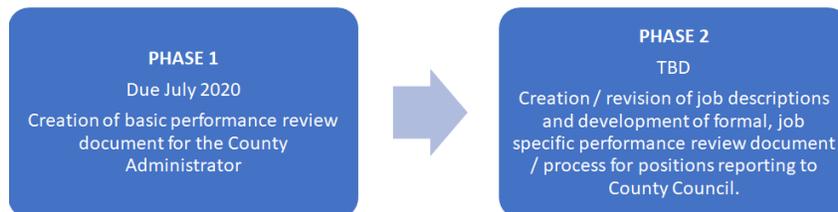
Submitted by:
Carrie Cavanaugh, SPHR, SHRM-SCP, CCP
Senior HR Consultant
FGP HR Consulting
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BUSINESS OBJECTIVE

Based on a conversation with Chakisse Newton, Richland County Council District 11 Representative, below are recommendations and suggestions for consideration in creation of a Performance Evaluation Process for the positions that report to County Council.

SCOPE OF WORK

Due to timing constraints, it is recommended that this project be completed in two (2) phases



PROJECT COMPONENTS- PHASE I (to be completed by the end of July 2020)

Development of basic, single use performance review document

- FGP HR Consultant will partner with the Employee Evaluation & Oversight Committee to identify between five (5) and eight (8) core competencies to use for initial performance review. It is recommended to the Committee consider the traits selected by Council during the County Administrator search process (approximate hours: 3-5) (See supplemental document)
- FGP HR Consultant will utilize selected competencies to create a basic performance review document which reviews individual based on competencies identified in partnership with the Employee Evaluation & Oversight Committee (approximate hours: 1-2)
- FGP HR Consultant will provide review of the performance review document and training on the selected competencies for council and provide an method by which each member can complete their individual review (either via online survey, paper, virtual meeting or phone) (approximate hours: 7-12*)* *may vary based on method selected*
- FGP HR Consultant will provide a review to the County Administrator to complete as a self review (approximate hours: <1)
- FGP HR Consultant will summarize the completed reviews and provide one (1) overall summary document for the Employee Evaluation & Oversight Committee to review with the full Council and then with the employee (approximate hours: 3-8)

PROJECT COMPONENTS- PHASE 2

1. Job Description Development

- FGP HR Consultant will meet with employees individually to develop job description for review (approximate hours: 2-6)
- FGP HR Consultant will draft document for review by the employee and Council for changes and corrections (approximate hours: 2-5)
- Document will be provided for final review and approval to both employee and Council

2. Development of Performance Review program and documents for positions

- FGP HR Consultant will meet with County Administrator, County Attorney, Clerk to Council & Auditor to discuss self-evaluation, report and goals for next fiscal year (approximate hours 4-8).
- FGP HR Consultant will meet with each member of County Council for feedback/listening sessions to understand goals of project, priorities and opinions. FGP will utilize the Competency Model utilized during the search process as part of this step. (approximate 10-16 hours, depending on number and length of meetings).

- From above meetings, FGP HR Consultant will identify a performance management process that Richland County may utilize to evaluate performance. (approximate hours: TBD).
- FGP HR Consultant may facilitate process and discussions with County Council and employees, as appropriate (approximate hours: TBD).

ABOUT FGP HR CONSULTING

FGP HR Consulting was started in 2001 in response to employers requesting on-demand HR and OD services. In 2007, FGP International (Find Great People) acquired FGP HR (Now FGP HR Consulting). Our combined track record and reputation for *building great companies* through human resources consulting, outplacement, executive search, and temporary staffing has created long-term partner relationships.

The majority of our team members are certified professionals in their field and also have industry experience. We do what it takes to provide enhanced value to great people and great companies.

Even though awards don't define an organization, we are fortunate to have been recognized—an Inc. 500 company (three consecutive years), one of South Carolina's Fastest Growing Companies (four consecutive years), and a SC Best Place to Work (three consecutive years). In 2008, Modern Healthcare Magazine recognized FGP's Healthcare Search Division in the nation's top 5% among Healthcare-focused executive search firms. In addition, FGP was ranked #3 overall and #1 Supplier in Best Places to Work in Healthcare, sponsored by Modern Healthcare and the Best Companies Group.

Consulting Resources

FGP HR is committed to providing the highest level of quality human resources consulting services. We know the key to a successful consulting organization is one with the ability to effectively match resources with ever-changing client needs. In a highly collaborative environment, FGP HR leadership and consultants work together to match project needs with the consultants best suited to deliver high quality services based on their relevant skills and experience.

In times of high project demands, FGP HR partners with carefully selected adjunct consultants on an as-needed basis who are specialized in various human resources functions. The use of adjunct consultants enables FGP HR to ensure clients receive the highest quality of services within a timeline that meets their organizational objectives. Our flexible approach has proven effective in providing superior and on-time professional HR services.

ASSIGNED TEAM

Carrie Cavanaugh, SPHR, SHRM-SCP, CCP, Senior Consultant – Project Team Lead
Shellie Haroski, SPHR, SHRM-SCP, Senior Consultant – Project Team Member
Dennis Chapman Hughes, SPHR, Senior Consultant – Project Team Member
Tessa Barron, Business Coordinator- Project Team, Administrative Support

RICHLAND COUNTY PERFORMANCE REVIEW PROGRAM



Shellie Haroski
SPHR, SHRM-SCP, RCC
Senior HR Consultant

Shellie Haroski is a human resource professional with over 20 years' experience as an HR Manager and Consultant. Shellie's background and experience includes a wide range of HR competencies including leadership development, performance management, training, policy and procedure development, legal compliance, and human resources best practices.

Her experience spans both small and large companies across many industries including manufacturing, non-profit, financial, and professional services. Shellie is committed to helping companies develop initiatives to support their company mission and ensure positive cultural and employee relations. Shellie has been recognized as the "Great Person of the Year" at FGP.

Prior to joining FGP, Shellie served as an HR Manager for an international company with over 50 locations throughout the United States assisting with strategic HR direction for over 1,200 employees.

Shellie has a Bachelor of Science degree in Business Administration with a double concentration in Management and Finance from the University of North Carolina at Charlotte. She obtained her SPHR (Senior Professional in Human Resources) certification in 2011 and most recently her SHRM-SCP through The Society for Human Resource Management.



Carrie Cavanaugh
SPHR, SHRM-SCP, CCP
Senior HR Consultant

Carrie Cavanaugh has over 20 years of experience as an HR Manager/Director in manufacturing, engineering & professional services organizations.

Before joining FGP HR Consulting, she held senior human resource management positions with prominent organizations, working with companies with employee bases between 50 and 30,000. She has been responsible for HR department startups and the management of multiple HR sites within a single company. In these roles she gained vast experience in covering HR issues including; training & development, policy development, benefits, compensation and labor relations/union avoidance. Carrie often speaks to groups throughout South Carolina on various Human Resources and employment issues. During her career she has played a significant role in the development, roll out and delivery of multiple training programs including; diversity, hiring /recruiting, management fundamentals, critical conversation skills and union avoidance. Additionally, Carrie is certified as a Crucial Conversations trainer and facilitator.

She has significant experience in the management and mitigation of safety risk, handling OSHA inspections, workers' compensation case management and internal safety training & audits, receiving her OSHA 10 Hour certification in 2002.

Carrie has a BS in Human Resource Management and Marketing from the University of South Carolina-Columbia. She received SPHR certification from the Human Resources Certification Institute and her SPHR-SPC from SHRM. Carrie received her Certified Compensation Profession (CCP) designation in 2018.



Dennis Chapman Hughes
SHRM-SCP, RCC
Senior HR Consultant

Dennis Chapman Hughes joined FGP in 2017 as a Senior HR Consultant providing strategic and transactional human resources support to clients in the Upstate of South Carolina.

With more than 20 years of HR experience, her areas of expertise include employee training, talent assessment, organizational structure, and she has a passion for employee relations.

Dennis is active in the Spartanburg community, serving on the Board of Directors for Inman Mills, the United Way of the Piedmont, and the Pine Street School Foundation. She is actively involved with the Spartanburg County Foundation and was a participant in the 2017 Dancing with the Spartanburg Stars to benefit the Cancer Association of Spartanburg and Cherokee counties.

Prior to joining FGP, Dennis worked in a variety of Human Resources management positions with a global energy company, and most recently was the Director of Human Resources at a local all-women's higher education institution. She has over twenty years of experience delivering human resources strategies supporting both small and large companies across many industries.

Contact Information	15 Brendan Way Greenville, SC 29615
WWW.FGP.COM	CCAUNAUGH@FGP.COM 864-553-7282

CLIENTS

Previous Municipal and Governmental Projects (Sampling). For all projects listed below Carrie Cavanaugh has been the lead and primary consultant.

<p>Spartanburg Water Compensation Project Jan Dominick 864-580-5689</p>	<p>Lexington Joint Municipal Water & Sewer Commission Compensation Project Jay Nicolson 803-785-3220</p>
<p>City of Newberry Compensation Project Tamra Tootle 803-321-1000</p>	<p>City of Clinton Compensation Project Robin Entrekin 864-200-4508</p>

RICHLAND COUNTY PERFORMANCE REVIEW PROGRAM

<p><i>City of Seneca</i> Compensation Project Joel Seavey 864-885-2722</p>	<p><i>Edgefield Water Sewer Authority</i> Compensation & Performance Management Project John Hare 803-637-4018</p>
<p><i>Anderson Regional Joint Water System</i> Compensation Project Scott Willett 864-231-5987</p>	<p><i>Powersville Water District</i> Compensation Project & Leadership Training Gordon Brush 864-269-5440</p>
<p><i>City of Cayce</i> Compensation, HR Consulting & Leadership Training JoAn Roland 803-796-9020</p>	<p><i>Greenwood County</i> Compensation, HR Consulting & Leadership Training Rhonda McAlister 864-942-5676</p>
<p><i>Laurens CPW</i> Compensation Project Blake Davis 864-681-4347</p>	<p><i>Greer CPW</i> Compensation Project Ken Holliday 864-848-5500</p>
<p><i>Laurens County Water and Sewer Commission</i> Compensation Project Wendy W Medlock 864-682-6534</p>	<p><i>Metropolitan Sewer Subdistrict</i> Compensation Project & Leadership Training Christie Whitmire 864-277-4442</p>

CLIENT INVESTMENT

Hourly rate\$165/hour

Travel.....\$75/hour

All travel expenses will be billed directly to the client.



PROJECT OVERVIEW AND PROCESS PROPOSAL RICHLAND COUNTY GOVERNMENT

June 9, 2020

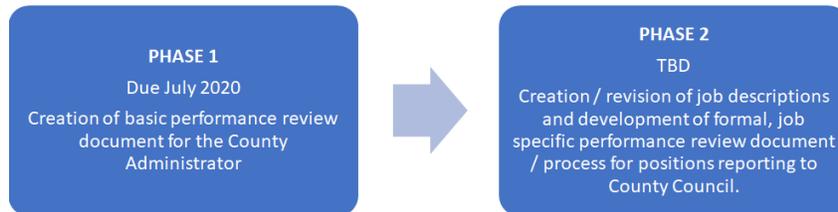
Submitted by:
Carrie Cavanaugh, SPHR, SHRM-SCP, CCP
Senior HR Consultant
FGP HR Consulting
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BUSINESS OBJECTIVE

Based on a conversation with Chakisse Newton, Richland County Council District 11 Representative, below are recommendations and suggestions for consideration in creation of a Performance Evaluation Process for the positions that report to County Council.

SCOPE OF WORK

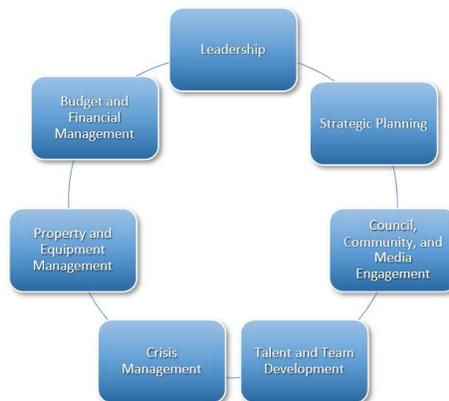
Due to timing constraints, it is recommended that this project be completed in two (2) phases



PROJECT COMPONENTS- PHASE I (to be completed by the end of July 2020)

Development of basic, single use performance review document

- FGP HR Consultant will partner with the Employee Evaluation & Oversight Committee to identify between five (5) and eight (8) core competencies to use for initial performance review. It is recommended to the Committee consider the traits selected by Council during the County Administrator search process (approximate hours: 3-5) See next page for detailed information on each competency.



- FGP HR Consultant will utilize selected competencies to create a basic performance review document which reviews individual based on competencies identified in partnership with the Employee Evaluation & Oversight Committee (approximate hours: 1-2)
- FGP HR Consultant will provide review of the performance review document and training on the selected competencies for council and provide an method by which each member can complete their individual review (either via online survey, paper, virtual meeting or phone) (approximate hours: 7-12*) * may vary based on method selected
- FGP HR Consultant will provide a review to the County Administrator to complete as a self-review (approximate hours: <1)
- FGP HR Consultant will summarize the completed reviews and provide one (1) overall summary document for the Employee Evaluation & Oversight Committee to review with the full Council and then with the employee (approximate hours: 3-8)

LEADERSHIP	Carries out the directives and policies of the County Council using sound independent judgement; Enforces all directives, ordinances, resolutions, regulations of the County Council, and the applicable provisions of Federal and South Carolina law to assure execution.
	Directly manages Assistant County Administrators and Department heads who lead economic development, finance, financial services, development services, public safety, technology, and transportation.
	Oversees the development and operation of the County's core values, policies, and programs in each of the following support or internal service areas: employee compensation, classification, benefits and management of human resources; budget and financial management; technology planning and utilization; capital facilities, purchasing, contracts, and related functions; public information, media relations, and citizen communication; civil litigation and liability management.
	Educates County department and division leaders regarding management, budget, financial, administrative, and related policies. Establishes regular leadership team meetings to discuss and evaluate compliance with adopted and approved policies.
	Evaluates all County services and implements strategies to improve overall efficiency and service to the citizens of Richland County.
	Installs, maintains, and evaluates internal procedures for finance and budgeting, procurement and contract management, human resources and equal employment, and information technology for departments led by elected or appointed officials.
	Supervises, directs, and controls all County administrative departments, excluding those under the direction of elected and appointed officials.
	Executes and enforces administrative SOPs (Standard Operating Procedures), rules, or guidelines; Maintains complete documentation of all administrative orders, rules, and regulations which are consistent with the County Code and policies approved by County Council.
	Reviews and evaluates Department SOPs to ensure consistency with County Council policy.
	Assures that the operations of assigned departments are consistent with policies set by the County Council and applicable statutes.
Responsible for the custody, safekeeping, and use of the County Seal	
STRATEGIC PLANNING & INITIATIVES	Reviews, analyzes, and forecasts trends of County services. Advises County Council and makes recommendations for change as necessary.
	Directs and coordinates short-term and long-range work planning to include goal setting, prioritizing, funding, monitoring, and reporting.
	Develops long-term goals and long-term strategic plans in conjunction with the County Council. Implements action items within affected departments to achieve long term goals. Establishes related evaluation and accountability procedures.
	Continuously monitors and evaluates the efficiency, effectiveness, and the County's service delivery and governance, with emphasis on departments and functions under the authority of the County Council. Recommends to County Council and implements action to maintain and improve services.
	Evaluates all County services and implements strategies to improve overall efficiency and service. Works with County Council and other elected County officials to discuss recommendations for improving County services, operations, and programs Organizes task forces and special projects to address organizational, administrative, and management needs as approved by the County Council.
	Evaluates revenue and budget forecasts and adjust administrative decisions accordingly

RICHLAND COUNTY PERFORMANCE REVIEW PROGRAM

COUNCIL, COMMUNITY, AND MEDIA ENGAGEMENT	Provides comprehensive annual reports to the County Council and to Richland County citizens regarding the current state of the County, the work of the previous year, and recommendations for future actions or programs that will improve the County and the welfare of its residents.
	Works closely with the County Council in order to be responsive to and maintain the confidence of the Common County Council.
	Maintains effective working relationships with all County departments, elected officials, appointed officials, and the public.
	Oversees community response and community relations activities as they are addressed by County departments. Encourages timely response to citizen needs and questions.
	Serves as the county spokesperson to the media. Keeps the media abreast of important decisions and issues related to the county. Represents the Council in communication to media outlets.
	Speaks publicly to large groups, to diverse audiences, and to small groups. Authors presentations on a variety of topics to provide to County Council, other elected or appointed officials, and citizens. Analyzes statistical data and research. Prepares financial reports.
	Participates in community meetings to understand the needs and concerns of Richland County citizens.
	Advises Council and other elected officials regarding partnership efforts and opportunities with other government entities as well as with private entities.
	Advises the County Council of current and pending legislative action and how it will affect the County.
	Represents the Common Council’s viewpoints and concerns at local, state, national, or international conferences.
	Informs County Council of his/her activities and of issues of concern via agreed upon methods. Establishes and maintains positive relations with the community, elected officials, appointed officials, and with representatives of the media.
	Follows the direction of the County Council, unless those actions are inconsistent with law or policy. The Administrator shall not take direction or do anything at the direction of one or more members of Council, if such direction was not approved at a properly convened meeting of the County Council
CRISIS MANAGEMENT	Leads during crisis situations, such as weather emergencies or other emergencies, and advises Department Directors during such periods.
	Manages the media response during emergency situations, in conjunction with the County Public Information Office, ensuring that citizens are appropriately informed.
	Ensures that personnel in all departments receive training for crisis situations and that emergency response teams are adequately equipped to respond.
	Orders any department under his/her jurisdiction, per County Code, to perform any task typically performed by another department on a temporary basis, if deemed necessary for the efficient operation of the County. Delegates administrative duties and responsibilities to the Department Directors and other County personnel.
	Guides public information staff regarding media talking points and response to media inquiries during times of crisis.

RICHLAND COUNTY PERFORMANCE REVIEW PROGRAM

FINANCIAL AND BUDGET OVERSITE	Prepares and submits an annual balanced operating budget, a capital budget, and a capital program to the County Council for its consideration and adoption. Establishes procedures to be followed by all County Departments, divisions, offices, and agencies to ensure compliance based on approvals of County Council.
	Negotiates contracts or other instruments on behalf of the County Council and the County, subject to the approval of the County Council.
	Makes recommendations concerning the nature and location of County improvements and executes services as determined by the County Council.
	Provides leadership and recommendations to hold departments accountable for staying within approved budgets and achieving results.
	Ensures safekeeping of County Council funds, assets, and the maintenance of financial accounting records.
	Assists elected and appointed department heads regarding budget creation and presentation to meet program needs and requirements of planned services.
	Oversees the performance of the audit function with respect to the expenditure of County Council funds

PROJECT COMPONENTS- PHASE 2

1. Job Description Development

- FGP HR Consultant will meet with employees individually to develop job description for review (approximate hours: 2-6)
- FGP HR Consultant will draft document for review by the employee and Council for changes and corrections (approximate hours: 2-5)
- If desired, will work with Council to develop a job description for the Auditor role.
- Document will be provided for final review and approval to both employee and Council.

2. Development of Performance Review program and documents for positions

- FGP HR Consultant will meet with Council direct reports to discuss self-evaluation, report and goals for next fiscal year (approximate hours 4-8).
- FGP HR Consultant will meet with each member of County Council for feedback/listening sessions to understand goals of project, priorities and opinions. FGP will utilize the Competency Model utilized during the search process as part of this step. (approximate 10-16 hours, depending on number and length of meetings).
- From above meetings, FGP HR Consultant will identify a performance management process that Richland County may utilize to evaluate performance. (approximate hours: TBD).
- FGP HR Consultant may facilitate process and discussions with County Council and employees, as appropriate (approximate hours: TBD).

ABOUT FGP HR CONSULTING

FGP HR Consulting was started in 2001 in response to employers requesting on-demand HR and OD services. In 2007, FGP International (Find Great People) acquired FGP HR (Now FGP HR Consulting). Our combined track record and reputation for *building great companies* through human resources consulting, outplacement, executive search, and temporary staffing has created long-term partner relationships.

The majority of our team members are certified professionals in their field and also have industry experience. We do what it takes to provide enhanced value to great people and great companies.

Even though awards don't define an organization, we are fortunate to have been recognized—an Inc. 500 company (three consecutive years), one of South Carolina's Fastest Growing Companies (four consecutive years), and a SC Best Place to Work (three consecutive years). In 2008, Modern Healthcare Magazine recognized FGP's Healthcare Search Division in the nation's top 5% among Healthcare-focused executive search firms. In addition, FGP was ranked #3 overall and #1 Supplier in Best Places to Work in Healthcare, sponsored by Modern Healthcare and the Best Companies Group.

Consulting Resources

FGP HR is committed to providing the highest level of quality human resources consulting services. We know the key to a successful consulting organization is one with the ability to effectively match resources with ever-changing client needs. In a highly collaborative environment, FGP HR leadership and consultants work together to match project needs with the consultants best suited to deliver high quality services based on their relevant skills and experience.

In times of high project demands, FGP HR partners with carefully selected adjunct consultants on an as-needed basis who are specialized in various human resources functions. The use of adjunct consultants enables FGP HR to ensure clients receive the highest quality of services within a timeline that meets their organizational objectives. Our flexible approach has proven effective in providing superior and on-time professional HR services.

ASSIGNED TEAM

Carrie Cavanaugh, SPHR, SHRM-SCP, CCP, Senior Consultant – Project Team Lead
Shellie Haroski, SPHR, SHRM-SCP, Senior Consultant – Project Team Member
Dennis Chapman Hughes, SPHR, Senior Consultant – Project Team Member
Tessa Barron, Business Coordinator- Project Team, Administrative Support



Shellie Haroski
SPHR, SHRM-SCP, RCC
Senior HR Consultant

Shellie Haroski is a human resource professional with over 20 years' experience as an HR Manager and Consultant. Shellie's background and experience includes a wide range of HR competencies including leadership development, performance management, training, policy and procedure development, legal compliance, and human resources best practices.

Her experience spans both small and large companies across many industries including manufacturing, non-profit, financial, and professional services. Shellie is committed to helping companies develop initiatives to support their company mission and ensure positive cultural and employee relations. Shellie has been recognized as the "Great Person of the Year" at FGP.

Prior to joining FGP, Shellie served as an HR Manager for an international company with over 50 locations throughout the United States assisting with strategic HR direction for over 1,200 employees.

Shellie has a Bachelor of Science degree in Business Administration with a double concentration in Management and Finance from the University of North Carolina at Charlotte. She obtained her SPHR (Senior Professional in Human Resources) certification in 2011 and most recently her SHRM-SCP through The Society for Human Resource Management.



Carrie Cavanaugh
SPHR, SHRM-SCP, CCP
Senior HR Consultant

Carrie Cavanaugh has over 20 years of experience as an HR Manager/Director in manufacturing, engineering & professional services organizations.

Before joining FGP HR Consulting, she held senior human resource management positions with prominent organizations, working with companies with employee bases between 50 and 30,000. She has been responsible for HR department startups and the management of multiple HR sites within a single company. In these roles she gained vast experience in covering HR issues including; training & development, policy development, benefits, compensation and labor relations/union avoidance. Carrie often speaks to groups throughout South Carolina on various Human Resources and employment issues. During her career she has played a significant role in the development, roll out and delivery of multiple training programs including; diversity, hiring /recruiting, management fundamentals, critical conversation skills and union avoidance. Additionally, Carrie is certified as a Crucial Conversations trainer and facilitator.

She has significant experience in the management and mitigation of safety risk, handling OSHA inspections, workers' compensation case management and internal safety training & audits, receiving her OSHA 10 Hour certification in 2002.

Carrie has a BS in Human Resource Management and Marketing from the University of South Carolina-Columbia. She received SPHR certification from the Human Resources Certification Institute and her SPHR-SPC from SHRM. Carrie received her Certified Compensation Profession (CCP) designation in 2018.



Dennis Chapman Hughes
SHRM-SCP, RCC
Senior HR Consultant

Dennis Chapman Hughes joined FGP in 2017 as a Senior HR Consultant providing strategic and transactional human resources support to clients in the Upstate of South Carolina.

With more than 20 years of HR experience, her areas of expertise include employee training, talent assessment, organizational structure, and she has a passion for employee relations.

Dennis is active in the Spartanburg community, serving on the Board of Directors for Inman Mills, the United Way of the Piedmont, and the Pine Street School Foundation. She is actively involved with the Spartanburg County Foundation and was a participant in the 2017 Dancing with the Spartanburg Stars to benefit the Cancer Association of Spartanburg and Cherokee counties.

Prior to joining FGP, Dennis worked in a variety of Human Resources management positions with a global energy company, and most recently was the Director of Human Resources at a local all-women's higher education institution. She has over twenty years of experience delivering human resources strategies supporting both small and large companies across many industries.

Contact Information	15 Brendan Way Greenville, SC 29615
WWW.FGP.COM	CCAUNAUGH@FGP.COM 864-553-7282

CLIENTS

Previous Municipal and Governmental Projects (Sampling). For all projects listed below Carrie Cavanaugh has been the lead and primary consultant.

<p>Spartanburg Water Compensation Project Jan Dominick 864-580-5689</p>	<p>Lexington Joint Municipal Water & Sewer Commission Compensation Project Jay Nicolson 803-785-3220</p>
<p>City of Newberry Compensation Project Tamra Tootle 803-321-1000</p>	<p>City of Clinton Compensation Project Robin Entrekin 864-200-4508</p>
<p>City of Seneca Compensation Project Joel Seavey 864-885-2722</p>	<p>Edgefield Water Sewer Authority Compensation & Performance Management Project John Hare 803-637-4018</p>
<p>Anderson Regional Joint Water System Compensation Project Scott Willett 864-231-5987</p>	<p>Powersville Water District Compensation Project & Leadership Training Gordon Brush 864-269-5440</p>
<p>City of Cayce Compensation, HR Consulting & Leadership Training JoAn Roland 803-796-9020</p>	<p>Greenwood County Compensation, HR Consulting & Leadership Training Rhonda McAlister 864-942-5676</p>
<p>Laurens CPW Compensation Project Blake Davis 864-681-4347</p>	<p>Greer CPW Compensation Project Ken Holliday 864-848-5500</p>
<p>Laurens County Water and Sewer Commission Compensation Project Wendy W Medlock 864-682-6534</p>	<p>Metropolitan Sewer Subdistrict Compensation Project & Leadership Training Christie Whitmire 864-277-4442</p>

CLIENT INVESTMENT

Hourly rate\$165/hour

Travel.....\$75/hour

All travel expenses will be billed directly to the client.