



**LOS ANGELES COUNTY EMPLOYEES
RETIREMENT ASSOCIATION**

**REQUEST FOR PROPOSAL
May 6, 2019**

**SEEKING:
SEARCH SERVICES
FOR THE POSITION OF
DIRECTOR, HUMAN RESOURCES**

Contact Person:

**John Nogales
Director Human Resources**

**LACERA
Gateway Plaza
300 North Lake Avenue, Suite 630
Pasadena, CA 91101**

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

REQUEST FOR PROPOSALS (RFP) SEARCH SERVICES

MAY 6, 2019

The Los Angeles County Employees Retirement Association (LACERA) is seeking proposals from Search Firms, with substantial and relevant experience in recruiting for private and governmental entities, for the recruitment and selection of our next **Director, Human Resources**.

Background

Los Angeles County Employees Retirement Association (LACERA) administers and manages the retirement fund for the County of Los Angeles. It is the largest county retirement system in the United States, with approximately \$54 billion in assets, serving 165,000 members and more than 60,000 benefit recipients. As an independent governmental entity, LACERA is separate and distinct from the County of Los Angeles. Its fiduciary responsibility is to promote, enhance, and efficiently administer a financially sound retirement and health care benefits program through prudent investments and the conservation of plan assets.

LACERA is committed to being a premier public pension system and viewed as an industry leader in its administrative practices, innovative strategies, advanced technological applications and general expertise. These qualities define a professional management team that engages staff, provides leadership toward goals and mission. LACERA has an impressive track record of introducing and implementing processes, technologies and business practices that not only improves the service and quality to our membership, but also influences or leads the entire pension industry.

Located in Pasadena, LACERA has 464 budgeted positions for FY 18-19. Presently, there are two (2) Collective Bargaining Units representing a majority of full-time employees, excluding Management, some Supervisors and confidential employees. In 2017, WorldatWork recognized LACERA with the Seal of Distinction for creating a distinct positive work environment. Winning this award reflects LACERA's commitment to cultivating a work culture dedicated to the professional development and experience of our employees. In 2018, IPMA-HR awarded LACERA with the Agency of the Year award for outstanding accomplishments in the creation of our Training, Charitable Giving, and Lactation Support Initiatives.

LACERA is Governed by Two Boards

Board of Retirement (BOR) – This Board is responsible for the overall management of the retirement system. Under the policy guidance of the BOR and the direction of the CEO, LACERA

strives to create innovative ways to streamline and expedite retirement processes, integrate new technologies, and introduce new member services options and upgrades.

Board of Investments (BOI) – This Board is responsible for establishing LACERA's investment policy and objectives, as well as exercising authority over the investment management of the fund and actuarial matters. Diversified investments include Stocks/Equities, Fixed Income/Bonds, Real Estate and Alternative Assets.

LACERA's Mission and Values

Mission - To Produce, Protect, and Provide the Promised Benefits

Vision – Excellence, Commitment, Trust and Service

Values - Professionalism, Respect, Open Communications, Fairness, Integrity & Teamwork

The Director, Human Resources Position

The Director, Human Resources position is an exempt position that reports directly to the Chief Executive Officer of LACERA. The salary range for this position is \$120,576.84 - \$182, 502.72 annually.

The Director, Human Resources is directly responsible for the administration of all LACERA's human resource function, working collaboratively with executive management to develop and implement approved organizational strategies for LACERA and all aspects of Human Resources.

The duties of a Director, Human Resources, include but are not limited to the following:

- Plans, directs, coordinates and reviews the work of technical Human Resources staff in all facets of LACERA Human Resources including job analysis, maintenance and modification to classification and compensation structure, employee training and development, recruitment and selection, payroll, position control, employee benefits, family and medical leave, workers compensation, internal investigations, employee performance, workforce management planning, and the development and maintenance of employee policies.
- Provides expert consultation and coaching to executives, managers, and supervisors on human resources best practices, utilizing a high level of business acumen to develop and recommend strategies to resolve operational issues and reach business goals.
- Maintains in-depth knowledge of labor laws, labor contracts, and civil service rules, ensuring Human Resources policies and operations are in compliance. Partners with the legal office as needed/required.
- Oversees, mentors, and encourages Human Resources staff development and cultivates a knowledgeable, motivated, and engaged team.

- Acts as a strategic partner with the Executive Offices, spearheading innovative and forward thinking solutions and making fundamental contributions in support of LACERA's organizational values, mission and vision.
- Develops and monitors Human Resources annual budget.
- Selects and supervises Human Resources consultants.
- Prepares and presents Human Resources initiatives and recommendations to governing boards and executive leaders.
- Oversees and advises managers/supervisors in the LACERA progressive discipline system.
- Oversees LACERA's labor relations, including negotiating and developing collective bargaining agreements with the union, ensuring department compliance with the contract, managing grievances, and attending hearings and labor management meetings, as needed.
- Directs and manages company-wide organizational development including workforce management, succession planning, employee engagement, and change management.
- Establishes and utilizes departmental and human resources metrics and analytics to determine program effectiveness, making improvements as needed for alignment with organizational strategic goals.
- Takes a leadership role in initiating, developing, and promoting employment practices that are mindful of culture, diversity, and inclusion.

RFP Questions and Answers

Any questions regarding this RFP shall be directed to John Nogales, Director of Human Resources by letter or email:

Los Angeles County Employees Retirement Association
300 North Lake Avenue, Suite 630
Pasadena CA 91101
Email Address: jnogales@lacera.com

Questions will be accepted up to 5:00 P.M. on May 20, 2019. All questions received will be compiled and disseminated to all responding participants at least three (3) days before the RFP submission deadline. Questions and answers will be posted on LACERA.com in the RFP section under "Search Services" by May 22, 2019. No questions will be answered by telephone.

Scope of Services Requested

1. Develop a detailed Position Specification reflecting ideal candidate profile, job requirements, experience, education, knowledge, skills and abilities required for the position, including creating the recruitment flyer and brochure.
2. Develop strategy to obtain a diverse, highly qualified, candidate pool for consideration by LACERA's search committee.
3. Prepare recruitment plan with timelines reflecting key milestones.

4. Conduct personal outreach recruiting, including regional posting(s). With LACERA approval, prepare and place advertising in appropriate journals, publications, and web sites.
5. Review resumes of applicants, evaluate candidate's qualifications, determine minimum qualifications fulfillment, and confirm information with telephone interviews.
6. Prepare a written summary of 5 to 10 candidates with promising qualifications.
7. Conduct in-depth reference checks to verify candidates' employment qualifications, attitudes, and individual strengths.
8. In conjunction with LACERA, develop interview process, i.e, questions, panelists, scheduling, etc.
9. Review interview results with LACERA's hiring committee and consider additional candidates, if required.
10. Verify finalists' education and conduct background checks.
11. Notify applicants who were not selected.
12. Assist with compensation negotiations, if required.
13. Attend and participate in meetings of LACERA's hiring committee and Boards, as appropriate, to successfully complete the engagement.

Submittal of Proposals

The Proposer shall provide the following in their response to this RFP:

1. Your firm's location, experience and qualifications.
2. Names, qualifications and experience of personnel (of your firm and the individual who will lead this effort) to be assigned to this recruitment, including experience in conducting similar recruitments for private and governmental entities.
3. Three (3) Client References related to similar projects completed in the past three (3) years, including at least two (2) governmental entities.
4. Strategy and proposed method of recruiting and screening potential candidates.
5. Method of candidate presentation.
6. Proposed cost/fee structure, including travel expenses, timing of invoicing, incidental expenses and payment schedule.
7. Confidentiality safeguards.
8. Disclosure of any existing off-limit recruitment restrictions.
9. Recruitment fulfillment guarantee.
10. A proposed time schedule to accomplish the proposed recruitment process, along with a statement confirming your ability to meet the proposed recruitment schedule enclosed.
11. Commitment to verification of academic and/or professional credentials, civil/criminal background checks, and social media screening.
12. Other information applicable to the project.

Delivery of Proposal

Please deliver an **electronic copy** of your proposal no later than 5:00 PM, May 24, 2019 to:

John Nogales
Director of Human Resources
Los Angeles County Employees Retirement Association
Email address: jnogales@lacera.com

By submitting a proposal, the proposer represents that it has thoroughly examined and has become familiar with the requested services and the contents of this Request for Proposal ("RFP") and that it is capable of performing quality services to achieve LACERA's objectives. The proposer is responsible for requesting clarification of any deficiency, ambiguity, error or omission contained in this RFP, or any provision in this RFP that the proposer fails to understand. Any communication regarding this RFP must be submitted by email or hardcopy.

The information you submit in response to this RFP becomes the exclusive property of LACERA. LACERA will not return your proposal or reimburse you for proposal preparation expenses.

Proposed Timeline

The goal of LACERA is to have a Director, Human Resources in place by August 5, 2019. In addition to the search process, LACERA must complete a hiring/background process before an individual may begin employment. The hiring/background process can take up to two (2) weeks to complete; therefore, it is our objective that the search be completed by July 19, 2019.

Respondents should provide any specific milestone dates and actions that would be required to achieve completion of the recruitment within the timeframe identified above.

Below is an anticipated timeframe for selection of a Search Partner and execution of a contract under this RFP.

RFP Issue Date	May 6, 2019
Deadline for Submission of RFP Questions by Search Firms	May 20, 2019
LACERA response to Submitted Questions from Search Firms	May 22, 2019
Deadline for Proposals from Search Firms	May 24, 2019
Review of Proposals and short-listing of firms	May 31, 2019
Interview short-listed firms and final selection	June 6, 2019
Execution of contract with Search Firm	June 11, 2019

Pre-Contract Expenses

LACERA shall not in any event be liable for any expenses incurred by the proposer in the preparation or submission of its proposal. The proposer shall not include any such expenses as part of its proposal.

Proposal Review, Evaluation, Negotiation and Selection

LACERA will initially review all proposals to determine the responsiveness to this RFP. LACERA will perform an evaluation of each proposal. Criteria used as the basis for evaluation and ranking shall include:

- Professional capability, demonstrated competence, and specialized experience of the proposer
- Staffing capability, workload and ability to meet schedules
- Experience and education of key personnel
- Nature and quality of completed services for other clients
- Reliability and continuity of firm
- Work plan and methodology
- Proposed Agreement terms and Price Proposal

The evaluation criteria may be applied in any manner consistent with a sound approach to evaluating the proposals.

LACERA may request selected proposers to participate in an interview. Selected proposers will be asked to reserve one hour for interviews and will be notified in advance of the exact time and place for the interview. It is anticipated that interviews will be scheduled during the first week of June.

LACERA may reject all proposals without further discussion or commence negotiations with the best qualified proposer. If LACERA commences negotiations, LACERA may negotiate any component of the proposal. The proposer on the other hand, may raise issues only to the extent they are interrelated with negotiated topics raised by LACERA.

In the event negotiations with the initial proposer are not successful, LACERA may suspend negotiations with the initial proposer and commence negotiations with the next best-qualified proposer. This process shall be followed until negotiations are successfully concluded or LACERA, at any time, rejects all proposals.

Additional Information

LACERA may at any time request additional information or clarification from the proposer or may request the proposer to verify or certify certain aspects of its proposal.

Addenda

LACERA may from time to time, amend this RFP by addenda.

Withdrawal of Proposals

The proposer may withdraw its proposal before the due date by means of a written request signed by the proposer or its properly authorized representative. Such written request must be delivered to LACERA.

Period for Award of Contract

LACERA may award a Contract for any accepted proposal up to 120 days from the date that proposals are due. The pricing, terms and conditions stated in your response must remain valid for 120 days from the deadline for proposals date (May 24, 2019).

LACERA's Rights Regarding RFP

LACERA reserves the right to:

- Disqualify any proposer in accordance with the instructions herein;
- Reject any and all proposals, at their discretion, including proposals found to be conditional or incomplete, contain irregularities or found to be not responsive to this RFP;
- Investigate the qualifications of any proposer under consideration;
- Require confirmation of information furnished by the proposer;
- Require additional evidence of qualifications to perform the services described in this RFP;
- Contact the submitted references regarding the information provided in the proposal;
- Postpone or cancel the entire RFP or a portion thereof;
- Postpone the proposal opening or award for its own convenience;
- Award a contract to other than the low proposer;
- Award a contract in part or in combination of items, negotiate in part or in combination of items;
- Issue subsequent RFPs;
- Appoint evaluation committees to review the proposals;
- Seek the assistance of outside technical experts to evaluate the proposals;
- Disqualify a proposal upon evidence of collusion, with intent to defraud, or other illegal practices on the part of the proposer; and
- Waive any errors or informalities in any proposal to the extent permitted by law.
- LACERA have no obligation to consider any proposal unless it is responsive to this RFP.

This RFP does not commit LACERA to enter into a contract.

Notice to Respondents Regarding the California Public Records Act and Ralph M. Brown Act

The information you submit in response to this RFP will be subject to public disclosure pursuant to the California Public Records Act (Cal. Gov. Code Sections 6250, et. seq., the "Act") in the sole discretion of LACERA based on its interpretation of its legal obligations under the Act. The Act generally provides that all records relating to a public agency's business are open to public inspection and copying, unless specifically exempted under one of several exemptions set forth in the Act. In addition, if LACERA staff chooses to recommend your firm to the Board of Retirement for hiring, such recommendation and the relevant proposal(s) will appear on a publicly posted agenda for a public meeting of the Board of Retirement in accordance with the Ralph M.

Brown Act (Cal. Gov. Code section 54950, et seq., the “Sunshine Law”), and parts or all of your proposal may be included in the agenda packet that is available to the public generally. If it is included in the agenda packet, your proposal will not be exempt from disclosure under the Act.

If you believe that any portion of your response to this RFP is exempt from public disclosure under the Act and should not be included as part of any public agenda packet, you must mark such portion “TRADE SECRETS”, “CONFIDENTIAL” or “PROPRIETARY” and make it readily separable from the balance of your response and offer a brief explanation for the exemption under the Act. Responses marked “TRADE SECRET”, “CONFIDENTIAL” or “PROPRIETARY” in their entirety will not be honored, and LACERA will not deny public disclosure of all or any portion of responses so marked. By submitting a response with material marked “TRADE SECRET”, “CONFIDENTIAL” or “PROPRIETARY,” you represent you have a good faith belief that the material is exempt from disclosure under the Act; however, such designations will not necessarily be conclusive.

You may be required to justify in writing why such material should not, upon request, be disclosed by LACERA under the Act and should not be included in the agenda packet. Fee and pricing proposals are not considered “TRADE SECRET,” “CONFIDENTIAL,” or “PROPRIETARY”. LACERA may also in its sole discretion produce any information in your response, including information marked “TRADE SECRET,” “CONFIDENTIAL,” or “PROPRIETARY,” in response to a Public Records Act request if LACERA believes it is required by law to do so.

If a request is made pursuant to the Act for materials you have marked “TRADE SECRET”, “CONFIDENTIAL” or “PROPRIETARY” and LACERA agrees that the material requested is not subject to disclosure under the Act, LACERA will either notify you so you can seek a protective order at your own cost or expense, or LACERA will deny disclosure of those materials. If LACERA denies public disclosure, then by submitting your proposal you agree to reimburse LACERA for, and to indemnify, defend, and hold harmless LACERA, its officers, fiduciaries, employees, and agents from and against any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs, and expenses including, without limitation, attorneys' fees, expenses and court costs of any nature whatsoever (collectively, “Claims”) arising from or relating to LACERA's non-disclosure. By submitting your proposal, you also agree to indemnify, save, and hold LACERA harmless from and against any and all Claims arising from or relating to LACERA's public disclosure of any such designated portions of your response if LACERA reasonably determines disclosure is required by law, or if disclosure is ordered by a court of competent jurisdiction.

Nothing in this RFP requires LACERA to withhold any documents from production under the Act.

Ex Parte Communications

Commencing on the date of this RFP and continuing until award of the Contract or cancellation of this RFP, no proposer shall have any *ex parte* communications regarding this RFP with any member of LACERA's staff, its Retirement Board, or any of its contractors or consultants involved with the procurement, unless expressly permitted by this RFP. Any proposer engaging in such prohibited communications may be disqualified at the sole discrimination of LACERA. The foregoing shall not preclude any proposer from participation in public meetings of LACERA's Retirement Board.

Labor Laws

All labor performed under the Contract shall conform to the laws of the State of California, as more specifically set forth in the Labor Code. In addition to Labor law requirements, the Contractor must comply with nondiscrimination and compliance requirements (2 CCR § 8201).