Amendment No. 22

EXHIBIT A: Scope of Services

RGS shall assign staff and other appropriate resources for positions and services as identified in Exhibit A to perform the functions listed in Exhibit B, “Job and Service Descriptions.” Services provided by RGS shall include the following human resource services: recruitment services, benefit packages, payroll management, monitoring and complying with changes in employment laws, payroll taxes, workers’ compensation, online timekeeping, project costing, project billing services, and request for proposal (RFP) services. Services may be performed at the CalACES offices available in Rancho Cordova or at other locations.

**COMPENSATION**

Note: This section applies to all staff positions except for the CalACES North Director, whose appointment and salary is determined by the JPA Board of Directors.

**Salary and Step Increases (See Exhibit A: Table 1 and Table 2).**

1. Except as otherwise provided in this Agreement, a new employee shall be appointed at the first step of the salary grade.
2. Step Levels and Reviews for New Employees: RGS in consultation with the CalACES Executive Director and/or CalACES Chairperson may appoint a new employee in a specified classification to any step within the salary grade. Employees who start employment prior to August 1st (for example, in 2016) will have annual reviews beginning in January (for example, in 2017) of the following year. Employees who start employment on or after August 1st (for example, in 2016) will have annual reviews beginning in January of the subsequent year (for example, in 2018).
3. Applicability of Step Increases: The compensation of each employee who is paid on a step basis on a salary grade, and whose pay is below the highest step, shall be considered for increase as part of a yearly review by RGS in January, as provided in paragraph B. above, except as otherwise provided. Employees promoted from one position to another at a higher salary level shall have their hourly compensation adjusted to no less than the next higher point on the new salary range.
4. Increases by Salary Steps: Effective March 1, 2016, and each year thereafter as part of the yearly review in January, as provided in paragraph B. above, a salary increase shall be to the step rate of the second (2nd) next higher step, except when there are less than two (2) steps remaining, it shall be to the last step. Such salary increases shall be given unless there is an affirmative decision of the CalACES Executive Director to deny the increase.

**Vacation Accruals.**

Every full-time employee shall be entitled annually to the following number of working hours of vacation with pay in accordance with the record of completion of continuous years of service on the C-IV Project previously and continuing on with CalACES.

1. In accordance with the current RGS policy, vacation accruals begin with the first pay period.
2. The vacation accrual rate is:

* 0 to <60 months = 96 hours per year
* >61 to 120 months = 148 hours per year
* 120+ months = 160 hours per year

Employees shall not be allowed to have an accumulation of more than 2 years vacation accrual by December 15th of each calendar year. Vacation accrued in excess of the maximum allowed will be paid off with the December 15th pay period.

**Holidays.**

Paid Holidays:

* January 1, New Year’s Day
* Third Monday in January, Martin Luther King, Jr.
* Third Monday in February, Washington’s Birthday
* Last Monday in May, Memorial Day
* July 4, Independence Day
* First Monday in September, Labor Day
* Second Monday in October, Columbus Day
* November 11, Veterans’ Day
* Fourth Thursday in November, Thanksgiving Day
* Friday following Thanksgiving
* December 24, Christmas Eve
* December 25, Christmas Day
* December 31, New Year’s Eve

**Fees**. CalACES agrees to pay to RGS the monthly or other rate within the range shown in this Exhibit A, for the assigned RGS employees. RGS agrees to provide actual rates for personnel based on staff-selected benefits on or before the 5th of January each year and notify CalACES of any changes to these rates throughout the year as soon as staff requests the change. In the event that staff is provided for a portion of a month, the rate shall be pro-rated.

The Parties further agree that compensation hereunder is intended to include the costs of contributions to any pensions and/or annuities, including post-employment expenditures, for which RGS may be obligated for its employees or may otherwise be contractually obligated. The parties agree that contract costs directly related to RGS services provided for CalACES’s exclusive benefit continue beyond the term of services. Contract costs, such as accrued but unused vacation and medical premiums, which are required by law or by contractual agreement with the benefit providers, will be reimbursed to RGS by CalACES. RGS agrees to provide an itemized invoice of such contract costs within 90 days of incurrence, contract ending or separation of employment.

**Reimbursement of RGS’s Administrative Cost**. Support overhead costs are those expenses necessary to administering this Agreement and are included in the monthly rate.

**Terms of Payment**. RGS will send CalACES a projection of expenditures by the 4th day of the month prior to the month payment is due. Invoices shall be sent by the 5th day of the month following the month of service. If, due to change in positions or hours, per Section 1.2, “Assignment of Personnel,” the actual invoice is higher or lower than the projection, CalACES may opt to defer the balance or leave a credit balance to the following month. This balance would be reflected in subsequent advances and/or invoices. RGS may also assess the carrying charge as described in the following paragraphs.

Any year that the State Budget is not approved by July 1, CalACES will be unable to process payments until the budget is passed and signed by the Governor. In that event, RGS will add a carrying fee of up to 1% of the unpaid balance monthly.  This is specifically for deferred payments that cause delays beyond the normal CalACES payment cycle.

External costs for such items as advertisements, panel expenses, etc., shall be billed to CalACES at RGS’s costs. Overtime for eligible employees will be billed to CalACES at the cost incurred.

Additionally, in the event that CalACES fails to pay any undisputed amounts due to RGS within 150 days after payment due date, then CalACES agrees that RGS shall have the right to consider said default a material breach of this Agreement and the duties of RGS under this Agreement may, at RGS’s sole option, be terminated by RGS upon 10 working days advance written notice to CalACES.

Payment Address

All payments due RGS shall be paid to:

Regional Government Services

PO Box 1350

Carmel Valley, CA 93924

EXHIBIT A: Table 1

**Range of Bill Rates for Personnel and Travel Reimbursement Policies**

The following table provides the range of bill rates by position and current step. Bill rates include salary, benefits and fees and may vary depending on the benefits selected by the staff.



1Positions allocations are indicated for staff positions. Consultant services do not represent a position and show as N/A in this column.

2Minimum Rate reflects the lowest monthly rate for salary and benefits based on position and step.

3Maximum Rate reflects the highest monthly rate for salary and benefits based on position and step.

4Travel will be invoiced to CalACES for actual expenditures in accordance with the procedures describe in Exhibit A, “Terms of Payment” section.

5The Monthly Travel Rate for the CalACES North Director is intended to assist with the cost of weekly travel between Southern California and the CalACES North. The Monthly Travel Rate will be invoiced to CalACES at the monthly travel rate as listed in this table. The CalACES North Director may claim reimbursement for travel expenses to and from CalACES related meetings throughout the United States. Business Travel for the CalACES North Director will be invoiced for actual expenditures in accordance with the procedures in Exhibit A, “Terms of Payment” section.

6Travel of the Technical Manager is included in the Monthly rate. Both parties agree that should a change in CalACES strategy or organization result in significant change in Travel Expense for this position either party may request a modification in writing.

EXHIBIT A: Table 2

**Staff Salary Rate Schedule**

The following table provides the rate schedule for staff by position and step.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Position** | **Item** | **Step 1** | **Step 2** | **Step 3** | **Step 4** | **Step 5** | **Step 6** | **Step 7** | **Step 8** | **Step 9** | **Step 10** | **Step 11** | **Step 12** | **Step 13** | **Step 14** |
| **CalACES North Director** | **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
|  | **Min. Monthly Budget** | Determined by JPA Board |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Max Monthly Budget** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **CalACES North Deputy Director** | **Hourly Rate** | $49.31 | $50.54 | $51.80 | $53.10 | $54.41 | $55.82 | $57.19 | $58.64 | $60.11 | $61.59 | $63.14 | $64.73 | $66.34 | $68.00 |
| **Monthly Pay** | $8,547.07 | $8,760.27 | $8,978.67 | $9,204.00 | $9,431.07 | $9,675.47 | $9,912.93 | $10,164.27 | $10,419.07 | $10,675.60 | $10,944.27 | $11,219.87 | $11,498.93 | $11,786.67 |
| **Min. Benefits/Mth** | $2,229.36 | $2,255.07 | $2,281.26 | $2,308.42 | $2,335.78 | $2,365.19 | $2,393.64 | $2,423.54 | $2,453.80 | $2,484.13 | $2,515.86 | $2,548.40 | $2,581.35 | $2,615.45 |
| **Max. Benefits/Mth** | $3,931.75 | $3,957.47 | $3,983.66 | $4,010.81 | $4,038.17 | $4,068.58 | $4,096.03 | $4,125.93 | $4,156.20 | $4,186.52 | $4,218.25 | $4,250.80 | $4,283.74 | $4,317.84 |
| **RGS Fees/Mth** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $12,546.43 | $12,785.34 | $13,029.93 | $13,282.42 | $13,536.85 | $13,810.66 | $14,076.57 | $14,357.81 | $14,642.87 | $14,929.73 | $15,230.13 | $15,538.27 | $15,850.28 | $16,172.12 |
| **Max Monthly Budget** | $14,248.82 | $14,487.74 | $14,732.33 | $14,984.81 | $15,239.24 | $15,514.05 | $15,778.96 | $16,060.20 | $16,345.27 | $16,632.12 | $16,932.52 | $17,240.67 | $17,552.67 | $17,874.51 |
| **Regional Project Manager** | **Hourly Rate** | $32.46 | $33.27 | $34.10 | $34.97 | $35.82 | $36.74 | $37.61 | $38.58 | $39.50 | $40.46 | $41.50 | $42.54 | $43.59 | $44.68 |
| **Monthly Pay** | $5,626.40 | $5,766.80 | $5,910.67 | $6,061.47 | $6,208.80 | $6,368.27 | $6,519.07 | $6,687.20 | $6,846.67 | $7,013.07 | $7,193.33 | $7,373.60 | $7,555.60 | $7,744.53 |
| **Min. Benefits/Mth** | $1,877.96 | $1,894.90 | $1,912.10 | $1,930.27 | $1,948.03 | $1,967.23 | $1,985.40 | $2,005.63 | $2,024.83 | $2,044.85 | $2,066.52 | $2,088.16 | $2,110.05 | $2,132.75 |
| **Max. Benefits/Mth** | $3,580.35 | $3,597.29 | $3,614.50 | $3,632.67 | $3,650.43 | $3,669.63 | $3,687.80 | $3,708.02 | $3,727.22 | $3,747.25 | $3,768.91 | $3,790.58 | $3,812.45 | $3,835.14 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $9,274.36 | $9,431.70 | $9,592.77 | $9,761.74 | $9,926.83 | $10,105.50 | $10,274.47 | $10,462.83 | $10,641.50 | $10,827.92 | $11,029.85 | $11,231.76 | $11,435.65 | $11,647.28 |
| **Max Monthly Budget** | $10,976.75 | $11,134.09 | $11,295.17 | $11,464.14 | $11,629.23 | $11,807.90 | $11,976.87 | $12,165.22 | $12,343.89 | $12,530.32 | $12,732.24 | $12,934.18 | $13,138.05 | $13,349.67 |
| **Technical Manager** | **Hourly Rate** | $44.71 | $45.83 | $46.98 | $48.13 | $49.33 | $50.55 | $51.80 | $53.10 | $54.10 | $55.82 | $57.19 | $58.64 | $60.11 | $61.61 |
| **Monthly Pay** | $7,749.73 | $7,943.87 | $8,143.20 | $8,342.53 | $8,550.53 | $8,762.00 | $8,978.67 | $9,204.00 | $9,377.33 | $9,675.47 | $9,912.93 | $10,164.27 | $10,419.07 | $10,679.07 |
| **Min. Benefits/Mth** | $2,133.36 | $2,156.82 | $2,180.74 | $2,204.82 | $2,229.77 | $2,255.28 | $2,281.26 | $2,308.42 | $2,329.26 | $2,365.19 | $2,393.64 | $2,423.54 | $2,453.80 | $2,484.53 |
| **Max. Benefits/Mth** | $3,835.76 | $3,859.21 | $3,883.14 | $3,907.21 | $3,932.16 | $3,957.67 | $3,983.66 | $4,010.81 | $4,031.65 | $4,067.58 | $4,096.03 | $4,125.93 | $4,156.20 | $4,186.92 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min Monthly Budget** | $11,653.09 | $11,870.69 | $12,093.94 | $12,317.35 | $12,550.30 | $12,787.28 | $13,029.93 | $13,282.42 | $13,476.59 | $13,810.66 | $14,076.57 | $14,357.81 | $14,642.87 | $14,933.60 |
| **Max Monthly Budget** | $13,355.49 | $13,573.08 | $13,796.34 | $14,019.74 | $14,252.69 | $14,489.67 | $14,732.33 | $14,984.81 | $15,178.98 | $15,513.05 | $15,778.96 | $16,060.20 | $16,345.27 | $16,635.99 |
| **Business Analyst Lead** | **Hourly Rate** | $32.46 | $33.27 | $34.10 | $34.97 | $35.82 | $36.74 | $37.61 | $38.58 | $39.50 | $40.49 | $41.50 | $42.54 | $43.59 | $44.68 |
| **Monthly Pay** | $5,626.40 | $5,766.80 | $5,910.67 | $6,061.47 | $6,208.80 | $6,368.27 | $6,519.07 | $6,687.20 | $6,846.67 | $7,018.27 | $7,193.33 | $7,373.60 | $7,555.60 | $7,744.53 |
| **Min. Benefits/Mth** | $1,877.96 | $1,894.90 | $1,912.10 | $1,930.27 | $1,948.03 | $1,967.23 | $1,985.40 | $2,005.63 | $2,024.83 | $2,045.47 | $2,066.52 | $2,088.18 | $2,110.05 | $2,132.75 |
| **Max. Benefits/Mth** | $3,580.35 | $3,597.29 | $3,614.50 | $3,632.67 | $3,650.43 | $3,669.63 | $3,687.80 | $3,708.02 | $3,727.22 | $3,747.86 | $3,768.91 | $3,790.58 | $3,812.45 | $3,835.14 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $9,274.36 | $9,431.70 | $9,592.77 | $9,761.74 | $9,926.83 | $10,105.50 | $10,274.47 | $10,462.83 | $10,641.50 | $10,833.74 | $11,029.85 | $11,231.78 | $11,435.65 | $11,647.28 |
| **Max Monthly Budget** | $10,976.75 | $11,134.09 | $11,295.17 | $11,464.14 | $11,629.23 | $11,807.90 | $11,976.87 | $12,165.22 | $12,343.89 | $12,536.13 | $12,732.24 | $12,934.18 | $13,138.05 | $13,349.67 |
| **Business Analyst II (Journey level)** | **Hourly Rate** | $29.43 | $30.17 | $30.92 | $31.69 | $32.46 | $33.27 | $34.10 | $34.97 | $35.82 | $36.74 | $37.61 | $38.58 | $39.50 | $40.49 |
| **Monthly Pay** | $5,101.20 | $5,229.47 | $5,359.47 | $5,492.93 | $5,626.40 | $5,766.80 | $5,910.67 | $6,061.47 | $6,208.80 | $6,368.27 | $6,519.07 | $6,687.20 | $6,846.67 | $7,018.27 |
| **Min. Benefits/Mth** | $1,814.81 | $1,830.17 | $1,845.87 | $1,861.84 | $1,877.96 | $1,894.90 | $1,912.10 | $1,930.27 | $1,948.03 | $1,967.23 | $1,985.40 | $2,005.63 | $2,024.83 | $2,045.47 |
| **Max. Benefits/Mth** | $3,517.21 | $3,532.56 | $3,548.27 | $3,564.24 | $3,580.35 | $3,597.29 | $3,614.50 | $3,632.67 | $3,650.43 | $3,669.63 | $3,687.80 | $3,708.02 | $3,727.22 | $3,747.86 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $8,686.01 | $8,829.64 | $8,975.34 | $9,124.77 | $9,274.36 | $9,431.70 | $9,592.77 | $9,761.74 | $9,926.83 | $10,105.50 | $10,274.47 | $10,462.83 | $10,641.50 | $10,833.74 |
| **Max Monthly Budget** | $10,388.41 | $10,532.03 | $10,677.74 | $10,827.17 | $10,976.75 | $11,134.09 | $11,295.17 | $11,464.14 | $11,629.23 | $11,807.90 | $11,976.87 | $12,165.22 | $12,343.89 | $12,536.13 |
| **Technical Analyst** | **Hourly Rate** | $29.43 | $30.17 | $30.92 | $31.69 | $32.46 | $33.27 | $34.10 | $34.97 | $35.82 | $36.74 | $37.61 | $38.58 | $39.50 | $40.49 |
| **Monthly Pay** | $5,101.20 | $5,229.47 | $5,359.47 | $5,492.93 | $5,626.40 | $5,766.80 | $5,910.67 | $6,061.47 | $6,208.80 | $6,368.27 | $6,519.07 | $6,687.20 | $6,846.67 | $7,018.27 |
| **Min. Benefits/Mth** | $1,814.81 | $1,830.17 | $1,845.87 | $1,861.84 | $1,877.96 | $1,894.90 | $1,912.10 | $1,930.27 | $1,984.03 | $1,967.23 | $1,985.40 | $2,005.63 | $2,024.83 | $2,045.47 |
| **Max. Benefits/Mth** | $3,517.21 | $3,532.56 | $3,548.27 | $3,564.24 | $3,580.35 | $3,597.29 | $3,614.50 | $3,632.67 | $3,650.43 | $3,669.63 | $3,687.80 | $3,708.02 | $3,727.22 | $3,747.86 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $8,686.01 | $8,829.64 | $8,975.34 | $9,124.77 | $9,274.36 | $9,431.70 | $9,592.77 | $9,761.74 | $9,962.83 | $10,105.50 | $10,274.47 | $10,462.83 | $10,641.50 | $10,833.74 |
| **Max Monthly Budget** | $10,388.41 | $10,532.03 | $10,677.74 | $10,827.17 | $10,976.75 | $11,134.09 | $11,295.17 | $11,464.14 | $11,629.23 | $11,807.90 | $11,976.87 | $12,165.22 | $12,343.89 | $12,536.13 |
| **Office Assistant II** | **Hourly Rate** | $16.11 | $16.51 | $16.93 | $17.35 | $17.78 | $18.23 | $18.68 | $19.15 | $19.63 | $20.12 | $20.62 | $21.14 | $21.67 | $22.21 |
| **Monthly Pay** | $2,792.40 | $2,862.21 | $2,933.77 | $3,007.11 | $3,082.29 | $3,159.34 | $3,238.33 | $3,319.29 | $3,402.27 | $3,487.32 | $3,574.51 | $3,663.87 | $3,755.47 | $3,849.35 |
| **Min. Benefits/Mth** | $1,536.98 | $1,545.35 | $1,544.13 | $1,562.90 | $1,571.74 | $1,581.14 | $1,590.53 | $1,600.34 | $1,610.35 | $1,620.56 | $1,630.98 | $1,641.82 | $1,653.00 | $1,664.24 |
| **Max. Benefits/Mth** | $3,239.38 | $3,247.74 | $3,256.52 | $3,265.30 | $3,274.14 | $3,283.53 | $3,292.92 | $3,302.73 | $3,312.74 | $3,322.96 | $3,333.38 | $3,344.21 | $3,355.39 | $3,366.64 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $6,099.38 | $6,177.56 | $6,247.90 | $6,340.01 | $6,424.03 | $6,510.48 | $6,598.86 | $6,689.63 | $6,782.62 | $6,877.88 | $6,975.49 | $7,075.69 | $7,178.47 | $7,283.59 |
| **Max Monthly Budget** | $7,801.78 | $7,879.95 | $7,960.29 | $8,042.41 | $8,126.43 | $8,212.87 | $8,301.25 | $8,392.02 | $8,485.01 | $8,580.28 | $8,677.89 | $8,778.08 | $8,880.86 | $8,985.99 |
| **Executive Secretary** | **Hourly Rate** | $18.74 | $19.23 | $19.74 | $20.26 | $20.80 | $21.35 | $21.92 | $22.50 | $23.10 | $23.71 | $24.35 | $25.01 | $25.69 | $26.39 |
| **Monthly Pay** | $3,247.69 | $3,333.51 | $3,421.67 | $3,512.24 | $3,605.09 | $3,700.81 | $3,798.93 | $3,899.72 | $4,003.29 | $4,109.44 | $4,220.98 | $4,335.36 | $4,452.85 | $4,573.52 |
| **Min. Benefits/Mth** | $1,591.76 | $1,601.98 | $1,612.75 | $1,623.58 | $1,634.83 | $1,646.28 | $1,658.14 | $1,670.20 | $1,682.83 | $1,695.51 | $1,708.81 | $1,722.66 | $1,736.87 | $1,751.32 |
| **Max. Benefits/Mth** | $3,294.16 | $3,304.37 | $3,315.15 | $3,325.98 | $3,337.22 | $3,348.67 | $3,360.53 | $3,372.60 | $3,385.22 | $3,397.90 | $3,411.20 | $3,425.06 | $3,439.18 | $3,453.71 |
| **RGS Fees** | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 | $1,770.00 |
| **Min. Monthly Budget** | $6,609.45 | $6,705.49 | $6,804.42 | $6,905.82 | $7,009.92 | $7,117.09 | $7,227.07 | $7,339.92 | $7,456.12 | $7,574.95 | $7,699.79 | $7,828.02 | $7,959.72 | $8,094.84 |
| **Max Monthly Budget** | $8,311.85 | $8,407.88 | $8,506.82 | $8,608.22 | $8,712.31 | $8,819.48 | $8,929.46 | $9,042.32 | $9,158.51 | $9,277.34 | $9,402.18 | $9,530.42 | $9,662.03 | $9,797.23 |

EXHIBIT B: Job and Service Descriptions

Part 1: Job Descriptions

The job descriptions of the positions utilized by CalACES as needed are as follows:

## BUSINESS ANALYST SERIES

**About the Assignment**

The Business Analyst series consists of an entry level Business Analyst I, journey-level Business Analyst II, and Business Analyst Lead.

Under supervision, the Business Analyst I position works with both the counties and the CalACES vendor to work changes through the Software Development Lifecycle, from creation to testing of System Change Requests (SCRs). Occasional travel may be required to attend meetings or visit counties throughout the state.

**Reports To**

Business Analyst Lead

**Responsibilities**

Depending on specific assignment, the Business Analyst I may:

* Work cooperatively with other Analysts, counties and CalACES contractors to provide policy guidance on the design of functional system changes or imaging updates;
* Identify, document and review proposed System Change Requests (SCRs) and assist in assessing the impact on the existing design;
* Manage regional committee(s) with identifying content, agenda development and meeting facilitation;
* Interface with other Business Analysts and teams to identify and resolve issues related to changes that may affect other areas of the CalACES Systems;
* Develop and update scenarios, scripts, conditions and test data to test approved SCRs;
* Conduct system testing activities and document the results with appropriate detail;
* Provide guidance and support to the Counties/Contractor regarding priorities and project development activities;
* Develop, review and provide feedback on CalACES Information Transmittals (CITs) and CalACES Request for Information (CRFIs);
* Assist with the ongoing gap analysis effort for the CalACES migration planning as needed, including demonstrating existing and upcoming functionality;
* Provide support to the county contact centers;
* Represent the Consortium in state sponsored work groups and committees;
* Work cooperatively with the Contractor application maintenance team and Quality Assurance (QA) Contractor team during testing to identify and resolve system problems; and

The Business Analyst II:

* In addition to the above activities, the BAII works with minimal supervision;
* Assists with the training of new Business Analysts;
* May independently lead a work group effort or represent CalACES in a state workgroup;
* Provide support in the absence of the Business Analyst Lead

**Qualifications**

The qualified candidates for Business Analyst I should:

* Have a very strong welfare eligibility program knowledge in areas such as Medi-Cal, CalWORKs, CalFresh or other state eligibility programs and/or experience with contact center operations and reporting;
* Be able to work as part of a team, in addition to working independently;
* Exhibit strong analytical skills;
* Have an understanding of state policy as it relates to the Statewide Automated Welfare Systems (SAWS)
* Exhibit effective interpersonal skills which assist in communicating the Consortium’s opinions during the design of SCRs;
* Exhibit sound judgment, flexibility, and responsiveness;
* Effectively managing competing priorities;
* Have excellent oral and written communication skills;
* Exhibit detailed analysis and prioritization capabilities.

In addition to the above criteria, a candidate for a Business Analyst II level should:

* Have two years’ experience equivalent to working as a Business Analyst I on a SAWS or other similar eligibility case management system.

## BUSINESS ANALYST LEAD

The Business Analyst Lead manages the task assignments for a small team of Business Analysts. The position coordinates the efforts of vendor, county and consortium staff in ensuring that changes within the C-IV System and CalACES North portfolio are timely and accurate. The Business Analyst Lead is part of the System Change Request Board (SCRB), and reviews SCR design documents for completeness and accuracy.

**Reports To**

Business Analyst Manager or Technical Manager

**Classifications Directly Supervised**

Business Analyst I/II

**Responsibilities**

* Review and provide feedback on design documents prior to final CCB submission
* Coordinating with the Maintenance & Operations Contractor and Quality Assurance Contractor Project Managers to verify information, resolve issues, etc.;
* Assuring communication between functional areas and vendor staff;
* Ensuring adherence to requirements for operations and training;
* Maintaining confidential information in accordance with legal standards and regulations;
* Attending project meetings as required;
* Identifying, documenting, resolving, and/or escalating issues to the appropriate level.
* Participating in Consortium and/or statewide workgroups and/or committees associated with the Business Analyst Lead’s scope of responsibility.

**Qualifications**

Qualified candidates for Business Analyst Lead should:

* Have three years’ experience equivalent to working as a Business Analyst II on a SAWS or other similar eligibility case management system.
* Have a very strong welfare eligibility program knowledge in areas such as Medi-Cal, CalWORKs, CalFresh or other state eligibility programs and/or experience with contact center operations and reporting;
* Be able to work as part of a team, in addition to working independently;
* Exhibit strong analytical skills;
* Have an understanding of state policy as it relates to the (SAWS)
* Exhibit effective interpersonal skills which assist in communicating the Consortium’s opinions during the design of SCRs;
* Exhibit sound judgment, flexibility, and responsiveness;
* Effectively managing competing priorities;
* Have excellent oral and written communication skills;
* Exhibit detailed analysis and prioritization capabilities.

## CALACES NORTH DEPUTY DIRECTOR

**About the Assignment**

The CalACES North Deputy Director is a member of the CalACES management team. This position is responsible for managing the day-to-day maintenance of the C-IV System. In addition, the CalACES North Deputy Director is responsible for working with their counterparts at CalACES South to develop a single set of processes and procedures for implementing program releases and monitoring the Maintenance Contractor's ongoing performance as well as the work assignments of the Consortium staff. Works with the CalACES North Director, the vendor’s Application Maintenance Manager and the QA Manager on an on-going basis to ensure that the maintenance effort is completed according to the Consortium requirements and priorities; reviews and evaluates work plans, staffing plans, and schedules; acts on behalf of the CalACES North Director as needed.

**Reports To**

CalACES North Director

CalACES Executive Director

**Classifications Directly Supervised**

Business Analyst Manager

Business Analyst Lead

Business Analyst I/II

**Responsibilities**

The CalACES North Deputy Director’s responsibilities include, but are not limited to:

* Oversight for the day-to-day activities of the Application Development team;
* Collaborating with CalACES South to establish and maintain the SCR priority list for CalACES;
* In coordination with CalACES South, developing a single set of processes and procedure to ensure consistency across the two project locations;
* Identifying, documenting, resolving, and/or escalating issues to the appropriate level
* Coordinating with the Development/Implementation Contractor and Quality Assurance Contractor Project Managers to verify information, resolve issues, etc.;
* Evaluating work plans, staffing plans, and schedules;
* Providing input for the Project Control Document, Deliverable Expectation Document, and Project Status Reports relative to functional areas;
* Ensuring communication between functional areas and vendor staff;
* Providing qualified resources in a timely manner;
* Reviewing and accepting deliverables associated with the application aspects of the Project (design, development, testing, training, and implementation);
* Ensuring product (system) adherence to requirements for design, development, testing, change management, and training;
* Maintaining confidential information in accordance with legal standards and regulations;
* Attending project and status meetings as required; and

**Qualifications**

The qualified candidate must:

* Have seven (7) years’ experience in working with welfare programs and client referral, multiple program experience preferred;
* Have large-scale, information system design and development experience (three years desired), with at least two (2) years in a managerial assignment;
* Have experience coordinating, collaborating, and/or negotiating with a wide variety of staff;
* Exhibit management and leadership skills;
* Exhibit detailed analysis and prioritization capabilities;
* Exhibit sound judgment, flexibility, and responsiveness;
* Have a basic knowledge of Microsoft Project;
* Have a working knowledge of Microsoft Office software;
* Have excellent oral and written communication skills; and
* Be willing to learn application development and testing tools/software.

Desired qualification: A Bachelor’s degree from an accredited college or university.

## CALACES NORTH DIRECTOR

**About the Assignment**

The CalACES North Director is a member of the CalACES leadership team and is primarily responsible for overseeing the activities of the Consortium operations through subordinate staff, to include staffing, budget, compliance with State and Federal guidelines.

**Reports To**

CalACES Executive Director

**Classifications Supervised**

CalACES North Deputy Director

CalACES North Technical Manager

Executive Secretary

**Responsibilities**

The CalACES North Director’s responsibilities include:

* Working collaboratively with the CalACES South Director and staff to ensure the development and implementation of a single set of processes and procedures between the two project locations.
* Contract administration duties related to C-IV System including budget management and control, maintaining records of contract activities including work authorization and contractor billing and payments.
* Evaluating and proposing opportunities for cost savings and/or system improvements for review by the CalACES and the Project Steering Committee.
* Day-to-day evaluation of automation contractor (quality, cost, trends and progress).
* Monitoring the project schedule and the quality assurance contractor performance (risk mitigation, independent testing, problem identification and resolution).
* Establishing and maintaining ongoing working relationships with the California Department of Social Services (CDSS), Office of Systems Integration (OSI), Department of Technology Services (OTech), and Department of Health Care Services (DHCS).
* Providing staff support to facilitate the operation of various CalACES meetings and facilitate communication between the CalACES County Directors, the maintenance team leaders and working committees.
* Maintaining the Consortium’s continued development strategic plan to be updated annually to reflect accomplishments and changes in needs and priorities.

**Qualifications**

The qualified candidate must have a Bachelor’s degree from an accredited college or university in a related field and at least five (5) years of experience in information systems, project management or related experience including management or supervisory duties. In addition, welfare business experience and knowledge of cost-benefit and operations analysis is highly desirable.

## EXECUTIVE SECRETARY

The Executive Secretary supports the daily activities and duties of the CalACES leadership, including correspondence, meeting preparation, and file maintenance. This position will maintain documentation and support for all contracts and funds received/expended related to CalACES.

**Reports To**

CalACES North Director

**Classifications Directly Supervised**

None

**Responsibilities**

The Executive Secretary will be responsible for:

* Developing, maintaining, and responding to correspondence on own initiative in accordance with general direction from the CalACES North Director, to whom the Executive Secretary reports to per above.
* Organizing and scheduling meetings and appointments; coordinating executive calendars.
* Attending formal CalACES JPA Board of Directors meetings and taking dictation; performing transcription from the dictation and preparing and distributing minutes for the CalACES Board of Directors meetings, CalACES Project Steering Committee meetings, and other meetings as required.
* Preparing agendas and supporting meeting materials; proofreading and correcting materials for grammar, punctuation, spelling, accuracy, and format. Representing the CalACES leadership in meetings dealing with administrative matters.
* Making travel arrangements; and preparing travel expense reimbursement claims as required.
* Providing a wide range of clerical support to the CalACES leadership, including word processing, templates, spreadsheets, facsimiles, mailings, copying, and filing.
* Independently handling sensitive and confidential vendor, Consortium and county documents and serving as a liaison for the CalACES leadership using tact and judgment and answering or referring questions based on Consortium knowledge and policies.
* Traveling throughout the state as required.
* Perform other duties as assigned.

**Qualifications**

The qualified candidate must:

* Have three (3) years of highly responsible secretarial experience in support of specified professional, management or administrative positions, which included experience in calendaring, scheduling meetings, composing correspondence, maintaining files and records, preparing agendas, and taking and transcribing minutes.
* Experience with contract management or fiscal management is desired. If such experience does not already exist, the successful candidate must exhibit the ability to learn from training provided.

## OFFICE ASSISTANT II

As directed, the Office Assistant II carries out routine clerical tasks and project activities to support the duties of the CalACES leadership.

**Reports To**

CalACES North Administrative Analyst

**Classifications Directly Supervised**

None

**Responsibilities**

The Office Assistant II will be responsible for:

* Preparing routine correspondence with general direction from the CalACES North Administrative Analyst and maintaining relevant correspondence files.
* Organizing and scheduling meetings and appointments; coordinating executive calendars.
* Answering questions from internal and external customers, explaining general policies and procedures, providing routine information.
* Production of agendas and supporting meeting materials; checking materials for completeness, grammar, punctuation, spelling, accuracy, and format.
* Implementing approved office workflows and resolving routine administrative issues.
* Making travel arrangements; and preparing travel expense reimbursement claims as required.
* Providing a wide range of clerical support to the CalACES leadership, including word processing, templates, spreadsheets, facsimiles, mailings, copying, and filing.
* Traveling throughout the state as required.
* Performing other duties as assigned.

**Qualifications**

The qualified candidate must:

* Have six (6) months of secretarial experience in support of management or administrative positions, including experience in calendaring, scheduling meetings, composing correspondence, maintaining files and records, preparing agendas, and taking and transcribing minutes.
* Experience with contract administration or fiscal recordkeeping is desirable.

## REGIONAL PROJECT MANAGER

**About the Assignment**

The CalACES Counties are organized into eight regions with each region represented by one or more Regional Project Managers. The Regional Project Managers are responsible for managing and communicating the status of County activities and coordinating between Counties and the Consortium. Regional Project Managers serve as the key management points of contact between the Consortium and the Counties, providing county-specific information to the project and communicating project information to the Counties. When issues arise that impact the Counties, these managers will assist in the issue management and resolution process. The Regional Project Managers also report to and brief County Directors regarding project status, issues and JPA Board of Directors agenda and action items.

**Reports To**

CalACES Executive Director for assignments

**Responsibilities**

The Regional Project Manager is responsible for:

* Coordinating with Project Steering Committee members to ensure adequate County and/or regional representation of subject matter experts on CalACES committees and workgroups;
* Acting as a part of the escalation process to help evaluate/resolve issues which arise from the county representatives;
* Serving as a member of the Change Control Board (CCB), which is responsible for approving or rejecting SCRs;
* Reviewing and providing feedback on work products, CalACES Information Transmittals and CalACES Requests for Information; and
* Participating and facilitating various project and County meetings and conference calls.
* Monitoring the process for CalACES decisions and policy changes to be made in each County and providing recommendations as needed;
* Collecting and communicating county-specific issues relayed from the Primary Points of Contact back to CalACES;
* Coordinating responses to County concerns/questions/requests for more information and mediating when conflicts arise;
* Initiating System Change Requests (SCRs) on behalf of the Counties or project staff;
* Monitoring the Counties’ level of understanding of newly implemented SCRs;

**Qualifications**

The qualified candidates must:

* Have five (5) years of progressively responsible experience in working with welfare or employment programs with preferred experience in the Medi-Cal, CMSP (County Medical Service Program), Cash Aid, Food Stamps, training for social service programs or automation systems;
* Partner with the various entities and stakeholders involved in the project to ensure that the project’s goals are achieved and have experience coordinating and collaborating with a wide variety of staff;
* Communicate and confer with executive management on supervisory, administrative, policy, procedure, personnel, fiscal and schedule matters related to project management;
* Exhibit detailed analysis and prioritization capabilities;
* Exhibit flexibility and creativity;
* Exhibit sound judgment and responsiveness;
* Have excellent oral and written communication skills; and
* Have a working knowledge of Microsoft Office software.

## TECHNICAL ANALYST

**About the Assignment**

The Maintenance and Operations Technical Analyst works as a member of the CalACES North Maintenance and Operations team. The Technical Analyst works with the Technical Manager located at CalACES North on an on-going basis to ensure that the technical aspects of maintenance and operation effort are being incorporated accordingly.

**Reports To**

Technical Manager

**Classifications Directly Supervised**

N/A

**Responsibilities**

The Maintenance and Operations Technical Analyst is responsible for:

* Coordinating with the Maintenance and Operations Contractor and Quality Assurance (QA) Contractor Project Managers to verify information, resolve issues, etc.;
* Evaluation and monitoring for compliance with the Service or Operational Level Agreements:
  + Workstation performance reports
  + Help desk and service desk operations;
  + Batch operations (daily and monthly)
  + Sub-contractors and third-party software
* Being the technical liaison to the State, County, and QA entities;
* Review and evaluation of all technical work products and deliverables as appropriate;
* Continued monitoring and evaluation of the network, software, and hardware needs of the overall system design as a result of changes in demand for the system;
* Evaluation of network, software, and hardware needs for increases or decreases in the number of local county offices;
* Assisting in the analysis and evaluation of the Technical Refresh Plans;
* Evaluating all LAN and WAN structures, and overall data communication methods and designs;
* Verifying network testing, and evaluation of the results of such testing to ensure proper performance of the system and applications;
* Ensuring adherence to the process and procedures within the C-IV Project’s System Operations and Support Plan (SOSP);
* Review and analyze Technical System Change Requests (SCRs);
* Coordinating with the CalACES leadership to ensure appropriate county and technical representation and input is secured for all technical activities;
* Attending project and status meetings as required;
* Identifying, documenting, resolving, and/or escalating issues to the appropriate level; and
* Maintaining confidential information in accordance with legal standards and regulations.

**Qualifications**

The qualified candidate must:

* Have experience with large-scale, information system design and development experience (welfare information systems preferred) including experience in a managerial assignment;
* Have a broad base of technical experience in at least four (4) of the following areas:
* Network Design / Management
* Application Design
* Configuration Management
* Database Design
* Maintenance and Operations of a large-scale system
* Client Server systems
* Familiarity with several legacy systems to be converted
* Help desk management
* Have experience coordinating, collaborating, and/or negotiating with a wide variety of staff;
* Exhibit detailed analysis and prioritization capabilities;
* Exhibit sound judgment, flexibility, and responsiveness;
* Have a working knowledge of Microsoft Office software;
* Have excellent oral and written communication skills; and
* Be willing to learn application development and testing tools/software.

## TECHNICAL MANAGER

**About the Assignment**

The Technical Manager works as a member of the CalACES management team. The Technical Manager works with the CalACES North Director and the contractor’s Technical, Implementation and Application Development Managers on an on-going basis to ensure that the technical aspects of the maintenance and operations effort are being completed according to the project plan. The Technical Manager will manage the technical team which is responsible for examining and tracking problems to resolution, monitoring ongoing maintenance and operation of the network infrastructure, imaging system, Interactive Voice Response (“IVR”) system, batch operations and service desk as well as the acquisition, configuration and testing of any new/additional central and local equipment and software derived from county purchases or the technical refresh plan.

**Reports To**

CalACES North Director

**Classifications Directly Supervised**

Business Analyst Lead

Technical Analyst

Help Desk Lead

**Responsibilities**

The Technical Manager is responsible for:

* Providing guidance, direction and work assignments to the Consortium technical team members;
* Serving as the technical point of contact and liaison to the State, counties, QA, and IV&V entities;
* Coordinating with the CalACES North Director and the Regional Project Managers to ensure appropriate county technical representation and input is secured for all technical activities;
* Coordinating with the Maintenance and Operations Contractor and Quality Assurance Contractor Project Managers to verify information, resolve issues, etc.;
* Reviewing and evaluating the M&O Contractor technical team operational responsibilities, including Capacity Planning, Platform Management, Configuration Management, Security Management, Reporting Management, and Asset Tracking Management;
* Evaluation and monitoring of help desk/service desk operations to ensure compliance with Service Level Agreements;
* Oversee the evaluation and monitoring of technical trouble tickets and Help/Service desk performance and response metrics including trend analysis and recommendations for process and other improvements;
* Ensuring that changes to the application integrate with existing operations for each county.
* Evaluating work plans, staffing plans, and schedules;
* Providing input for the Project Control Document and Project Status Reports relative to technical areas;
* Ensuring communication between functional areas and vendor staff;
* Providing qualified resources in a timely manner;
* Monitoring and evaluating contractor compliance with Service Level Agreements in the areas of system performance, service desk operations and batch operations.
* Maintaining confidential information in accordance with legal standards and regulations;
* Attending project and status meetings as required; and
* Identifying, documenting, resolving, and/or escalating issues to the appropriate level.

**Qualifications**

The qualified candidate must:

* Have experience with large-scale, information system design and development experience (welfare information systems preferred) including experience in a managerial assignment;
* Have a broad base of technical experience in at least four (4) of the following areas:
* Network Design / Management
* Application Design
* Configuration Management
* Database Design
* Maintenance and Operations of a large-scale system
* Client Server systems
* Familiarity with several legacy systems to be converted
* Help desk management
* Have experience coordinating, collaborating, and/or negotiating with a wide variety of staff;
* Exhibit management and leadership skills;
* Exhibit detailed analysis and prioritization capabilities;
* Exhibit sound judgment, flexibility, and responsiveness;
* Have a working knowledge of Microsoft Office software;
* Have excellent oral and written communication skills; and
* Be willing to learn application development and testing tools/software.

Exhibit B: Job and Service Descriptions

Part 2: Other Services Descriptions

## CLOUD ARCHITECT CONSULTANT

**Primary Contact**

CalACES North Director

**Responsibilities**

In support of the State’s long-term strategy to implement a single state-wide solution, planning efforts will begin for the CalWIN migration to CalSAWS. As part of the CalSAWS Migration Planning effort, a Proof of Concept (PoC) of the Amazon Web Services (AWS) cloud solution will be conducted to host a copy of the LEADER Replacement System (LRS).

The Cloud Architect Consultant’s key activities will include:

* Providing the consortia with cloud engineering expertise in reviewing the technical and architectural designs of the Systems Integrator
* Managing the system integrator and cloud vendor’s day-to-day activities associated with implementation of the cloud strategy, and ensuring the architectural principles are aligned with CalACES/CalSAWS business objectives
* Overseeing the technical team for participation in problem-solving and root cause analysis efforts
* Providing status updates to county and State stakeholders, and managing issues and risks
* Providing input on the design of cloud infrastructure to support 24x7 operations
* Ensuring SLAs (ex: Response Times, Availability, etc.) are being met
* Providing status report(s) and presentation materials as needed
* Providing review and comments on deliverables (e.g. development, design, security, test, disaster recovery, and implementation plans)

## GOVERNANCE CONSULTANT

**Primary Contact**

CalACES Executive Director

**Responsibilities**

In support of the State’s long-term strategy to implement a single state-wide solution, planning efforts will begin for the CalWIN migration to CalSAWS. Support will include initial data analysis, mapping and conversion, and governance planning. As requested, the Governance Consultant will attend CalACES Board meetings, CalSAWS Planning and other meetings, either in person or via conference call.

The Governance Consultant will lead the following tasks:

* Analyze Data Center Consolidation and Cloud options
* Analyze Application Maintenance Options (for 2 Consortia - CalACES and CalWIN, and then for 1 Consortium - CalSAWS)
* Analyze M&O Organization and Staffing Options (for CalACES and CalSAWS) - should include an Enterprise PMO for CalACES and CalSAWS
* Assess impacts of early termination of existing agreements
* Determine Procurement approach
* Determine key contract terms and SLAs
* Analyze Business Intelligence Options - to support all 58 counties
* Analyze Data Analytics Options - to support all 58 counties

## PROCUREMENT CONSULTANT

**Primary Contact**

CalACES Executive Director

**Responsibilities**

In support of CalACES/CalSAWS procurement efforts, the Procurement will provide the following procurement related activities. Activities will be performed both remotely and onsite:

* Prepare detailed schedules associated with procurements and document tasks, start and finish dates and task dependencies in procurement work plans
* Document business and price proposal structures, technical and other content requirements with input from appropriate Consortium management staff and subject matter experts
* Document proposal evaluation methodology, evaluation criteria and weighting scenarios
* Prepare RFPs to include requirements, proposal structure requirements, statements of work, evaluation methodology and weighting and scoring criteria
* Coordinate document preparation with Consortium legal counsel as appropriate to include draft contracts and meet other legal guidelines
* Develop Proposal Evaluation Guides for each RFP, including detailed schedules and time commitments for the Evaluation Teams, and all supporting evaluation materials, forms and scoring worksheets
* Prepare for and conduct training for evaluators
* Plan for and conduct procurement tasks, including bidder conferences, answering questions, preparing amendments
* Prepare and present formal Vendor Selection Reports which compile and consolidate evaluator scoring results
* Prepare a range of reports, documentation and updates to support procurement and/or related project efforts
* Document and communicate issues and risks and corresponding solutions and mitigation approaches associated with project activities
* As needed, prepare for and/or participate in CalACES/CalSAWS meetings, either in person or via webcast or conference call

# **EXHIBIT C: RGS Recruitment Services**

The RGS Recruitment Team currently provides partner agencies with comprehensive recruitment, selection, and pre-employment processing services for all types of agency jobs. Services include:

## Process Management

* A single team member is assigned as the partner agency’s point of contact, and works collaboratively with the partner agency to:
  + Establish hiring process timeline, and qualitative/quantitative hiring goals.
  + Develop an application screening plan, including development of focused questions to ensure applicants all respond to identified initial screening criteria.
  + Identify effective advertising placement and outreach activity.
  + Develop a job bulletin for online posting and/or hard copy distribution.
  + Coordinate with partner agency website administrator to ensure effective placement of recruitment and employment-related information on partner agency website.
  + Provide comprehensive records documenting the selection process.
  + Prepare and deliver all communications to all candidates.

## Recruitment Activity

* Post materials in online application system (either RGS’ CalOpps account, or partner agency’s system).
* Post recruitment materials on partner agency’s website.
* Place advertising using a variety of media and deliver email or other social media outreach.

## Selection Process

* Conduct initial application/resume screens for required qualifications, and other identified criteria.
* Create a "Qualified and/or Most Qualified" group(s) for partner agency review.
* Prepare all selection interview materials, including schedules, interview questions, rating forms, rater and candidate guides.
* Arrange interview logistics and proctor interviews, including sourcing and scheduling qualified interview panelists (raters), providing all rater paperwork and supplies, arranging hospitality as agreed for interview panel and candidates.
* As agreed with partner agency, may develop and administer skills testing selection processes such as written exams, role plays, performance exercises, software skills application, etc.

## Other Pre-Employment Screening Processes Available Upon Request

* Conduct reference checks.
* Arrange for medical and/or psychological exams.
* Arrange for background and court records check services.
* Arrange for fingerprinting

## Guiding Principles

The RGS Recruitment Team operates according to the principles and best practices of merit selection based on objective assessment of job-related qualifications; and complies with all local, state, and federal anti-discrimination and equal opportunity guidelines. We collaborate with our partner agencies to achieve selection of high-quality employees in a timely and cost-effective manner. The team is committed to inclusive processes, and to developing workforce diversity through consideration of the widest possible range of qualified candidates. RGS exercises creativity and skill in our approach to identifying and assessing critical job-related skills.

## The RGS Recruitment Team

Led by RGS Director of HR Services, Sophia Selivanoff, the RGS recruitment team is currently comprised of six RGS HR Advisors. The team is designed for a mix of recruitment and selection experience, as well as project management, interpersonal, technology, and communication skills. RGS’ goal is to assign work to an appropriate level of qualified staff to provide effective pricing to partner agencies, and the team accordingly contains a balanced mix of analyst-level problem solvers, and technically-focused production personnel.