

PROPOSAL

# City of Rialto

## Ongoing Recruitment & Selection Services

August 3, 2021

SUBMITTED BY:  
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*Manager, Recruitment Solutions*

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Your Path to Performance

August 3, 2021

Steve Erlandson, Deputy City Manager  
City of Rialto  
150 S. Palm Avenue  
Rialto, CA 92376

**Submitted via email to: [serlandson@rialtoca.gov](mailto:serlandson@rialtoca.gov)**

CPS HR Consulting (“CPS HR”) is pleased to have the opportunity to submit additional information to assist the City of Rialto (“City”) with ongoing recruitment and selection services. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with search, screening, and placement.

CPS HR also delivers personalized results-oriented service, utilizing best practice methods and strategies from our team of experts. You will find that:

- ***We are practiced at providing exemplary and responsive service for a variety of HR services.*** CPS HR has held many contracts with local government agencies, so we know how to be responsive to your unique needs. We have the staff, expertise, and resources to provide top-notch professional audit and review services and we are also full-service HR practitioners.
- ***We bring in-depth understanding of all local government operations, programs, and services.*** CPS HR has been helping public agencies meet their human resource needs for nearly 30 years. Our team of experts includes a variety of professionals with the credentials and direct public agency experience necessary to deliver technically accurate content in an innovative and engaging manner.
- ***We have local presence and commitment to maintaining open communications with your City.*** Our project team will focus on integrating with your team and maintaining open communication with your staff to ensure that every activity is completed in a quality manner and adheres to the timeline and budget.

CPS HR is flexible with the proposed work plan and alternate approaches may be discussed which may in turn change proposed scope and costs. We are confident in our expertise and ability to meet your Human Resources needs and are most excited to work with the City.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, please contact **Christina Batorski Peacock** at [cbpeacock@cpsshr.us](mailto:cbpeacock@cpsshr.us) (916) 471-3426 or **Kelly Gonzales** at [kgonzales@cpsshr.us](mailto:kgonzales@cpsshr.us) (909) 260-4373.

Sincerely,



Christina Batorski Peacock  
Manager, Recruitment Solutions

# About CPS HR Consulting

CPS HR Consulting (CPS HR) is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. **As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients since 1985.** CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities.

With more than 90 full-time employees, as well as 100+ project consultants and technical experts nationwide, CPS HR delivers solutions that help public sector organizations to positively impact their communities. CPS HR is headquartered in Sacramento, California with regional offices located in Austin, TX, Atlanta, GA, and Littleton, CO. We have a wide range of project consultants located throughout Southern California.

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization’s specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of classification and compensation, organizational strategy, recruitment and selection, and training and development.

					
<p>ORGANIZATIONAL STRATEGY</p>	<p>TESTING, RECRUITMENT &amp; SELECTION</p>	<p>CLASSIFICATION &amp; COMPENSATION</p>	<p>TRAINING &amp; DEVELOPMENT</p>	<p>GENERAL HR SERVICES</p>	<p>LICENSING &amp; CERTIFICATION</p>
<ul style="list-style-type: none"> <li>+ Workforce Planning</li> <li>+ Succession Planning</li> <li>+ Performance Management</li> <li>+ Employee Engagement</li> <li>+ Change Management</li> <li>+ Organizational Assessment, Redesign &amp; Re-engineering</li> </ul>	<ul style="list-style-type: none"> <li>+ Job Analysis</li> <li>+ Recruitment Solutions</li> <li>+ Assessment Center Services</li> <li>+ Executive Search</li> <li>+ Selection Tools Development</li> <li>+ Test Administration</li> <li>+ Test Rental</li> </ul>	<ul style="list-style-type: none"> <li>+ Classification</li> <li>+ Compensation</li> </ul>	<ul style="list-style-type: none"> <li>+ Training Courses</li> <li>+ Training Programs</li> <li>+ Supervisory Skills</li> <li>+ Leadership Development</li> <li>+ Executive Coaching</li> <li>+ Accelerated Leader 360° Assessment™</li> </ul>	<ul style="list-style-type: none"> <li>+ HR On-Demand</li> <li>+ Complaint Investigations</li> </ul>	<ul style="list-style-type: none"> <li>+ Testing Services</li> <li>+ Applicant / Candidate Management</li> <li>+ Credential Program Management</li> <li>+ Accreditation</li> </ul>

## **Recruitment and Selection Services**

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It is our understanding that the City of Rialto is seeking ongoing recruitment and selection services for various positions for all City departments with the exception of Public Safety for up to 30 hours per week. CPS HR has uniquely qualified staff to perform these services for the City. Additionally, our team is experienced with the City's applicant tracking system, NEOGOV. Our team will work in collaboration with the City to perform the following tasks for each recruitment effort:

- Discuss and develop recruitment plan with the hiring department.
- Use of the City's applicant tracking system (NEOGOV) to manage the recruitment process.
- Create and post job announcement.
- Conduct active and passive outreach efforts for hard-to-fill positions when requested.
- Research and place advertisements for hard-to-fill positions when requested.
- Review applications against minimum qualifications and process applications.
- Develop supplemental application questions and rating criteria, if requested.
- Rate supplemental questions, if requested.
- Coordinate candidate communication and candidate correspondence.
- Facilitate inviting and scheduling candidates for the oral exam.
- Develop oral exam (Questions and Rating Criteria).
- Facilitate oral exam administration.
  - Assumes Consultant will provide panel orientation and facilitate oral. City will select panelists for purposes of rating/evaluating the candidates.
- Develop hiring interview questions.
- Facilitate inviting and scheduling candidates for hiring interviews.
- Generate list certification.

Our approach includes providing high-level human resources expertise, advice, consultation, and services to assure appropriate research, analysis, and professional human resource perspectives are applied for all assigned duties and responsibilities. We will be proactive in the performance of our duties and work collaboratively with the City.

## Pricing Summary and Billing Terms

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CPS HR proposes a time and materials pricing model this scope of work. CPS HR's project team will work remotely up to 30 hours per week to perform these recruitment and selections services for the City. **CPS HR estimates the monthly cost to be \$15,000.** CPS HR recommends a **not-to-exceed amount of \$45,000** to provide services from August 2021 through the current calendar year ending on December 31, 2021. An hourly rate for this level of work ranges from \$100 to \$140 based on the staffing level required. CPS HR will invoice the City on a monthly basis.

Project Team Roles and Hourly Rate	
CPS HR Staff Classification	Hourly Rate
Project Manager	\$140/hour
Principal Consultant	\$130/hour
Senior Consultant	\$120/hour
Administrative Support	\$100/hour

Travel expenses such as mileage or parking will be billed at the standard IRS rates. Actual out-of-pocket reimbursable expenses for such items as advertising, printing/copying, postage/delivery charges, and related fees, if paid by CPS HR, will be billed directly to the City for actual expenses incurred.

CPS HR is open to discussing alternative work plans which may alter the cost of the project. The methods, approach, and timelines described in this proposal, as well as the cost estimate, have been prepared as accurately as possible based upon the services requested and objectives described in the information provided to CPS HR. The cost reflects the steps and time necessary to conduct the services in a sound, thorough, and sustainable manner. If changes or additional services are required, we will be happy to discuss changes to the project activities, schedule, and/or cost estimates.

# Project Staffing

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CPS HR will have a designated team to provide these services to the City. **Christina Batorski Peacock will serve as Project Manager** and will also perform tasks at the Principal Consultant role. Ms. Peacock will be joined by Kelly Gonzales (Client Liaison and Principal Consultant), Debbie Gutman and Michelle Pellegrino (Senior Consultants), and Jackie Frost (Administrative Technician). Resumes are included below.

## **Christina Batorski Peacock, PHR, Project Manager & Principal Consultant**

Mrs. Peacock has over 17 years of professional and management experience in public sector Human Resources, including experience in the areas of employee recruitment and selection, compliance, labor relations, test administration, employee relations, and policy development. Specifically, Mrs. Peacock worked directly on recruitment efforts for entry-level Police Officer and entry-level Firefighter as well as sworn and uniform promotional recruitments with the City of Chicago for over 10 years.

### **Employment History**

- Manager, Recruitment Solutions, CPS HR Consulting
- Deputy Commissioner of Human Resources, City of Chicago
- Assistant Commissioner of Human Resources, City of Chicago
- Adjunct Professor (Managing Organizational Change), Keller School of Graduate Management
- Recruiting Analyst Supervisor, City of Chicago
- Human Resources Analyst II, City of Chicago
- Human Resources Manager/Payroll Administrator, Bethesda Home & Retirement Center
- Staffing Specialist, Northwestern University
- Employment Coordinator, Northwestern University

### **Professional Experience**

- Managed human resource personnel responsible for executing recruitment and selection processes for 30+ clients resulting in the review of 40,000+ applications and 1,200 hires, annually.
- Collaborated with the Chicago Police Department on entry-level Police Officer recruitment and selection efforts for over 10 years resulting in diverse applicant pools ranging from 18,000 to 27,000 candidates for a single recruitment.
- Performed a lead role in establishing fair and transparent recruitment and selection processes which alleviated the City of Chicago from Federal Monitor Oversight on all hiring practices.
- Taught graduate level classes in managing organizational change.
- Mediated and resolved labor relations issues in a union environment.

### **Education**

- M.P.A. DePaul University, Chicago, IL – Public Administration
- B.A. Marquette University, Milwaukee, WI – Human Resources & Communication Studies

### **Professional Organizations and Affiliations**

- Society of Human Resources Management (SHRM)
- International Public Management Association for Human Resources (IPMA-HR)

**Kelly Gonzales, M.A., IPMA-SCP, Client Liaison & Principal Consultant**

Ms. Gonzales has a broad range of human resources partnering experience, including work in both the private and public sector. In her role, she assists Southern California agencies in overcoming their challenges and capitalizing on their opportunities in order to deliver strategic HR solutions. Her responsibilities include establishing sound client relationships, identifying client needs, proposing innovative solutions and ensuring project success. Her passion for human resources and commitment to understanding the needs of the client fuel her dedication to promote HR excellence. As a previous Human Resources Manager for a full-service agency, Ms. Gonzales understands the challenges agencies face when recruiting and retaining employees.

**Employment History**

- Principal HR Consultant, CPS HR Consulting
- Human Resources Manager, City of Upland
- Human Resources Manager, Pacifica Services, Inc.

**Professional Experience**

- Manage labor relations process, including negotiations, meet and confer meetings, and disciplinary and grievance matters; analyze Personnel Rules and case history for applicability to issues; prepare correspondence to employees and attorneys.
- Administer the City's Risk Management program including General Liability, Workers Compensation, Property and Casualty programs; act as liaison between workers' compensation TPA, attorneys, employees and physicians to problem solve and mitigate claims.
- Consult with Department Heads on job requirements, recruitment needs and selection procedures.
- Draft appropriate Memoranda of Understanding, Policies and Procedures, resolutions and transmittals to City Council and City Manager.
- Evaluate and implement performance management, training and development, and employee incentive programs.
- Oversee benefits functions, including open enrollment; administer Family Medical Leave, initiate interactive process with employees, track compliance with leave policies.
- Provide technical direction to Human Resources staff in completing various assignments and interpreting policies.
- Manage the development of the Human Resources Department budget; forecast and manage budget for staffing, equipment, materials and services.
- Oversee recruitment and selection process to ensure compliance with the City's Merit Rules and local and federal laws.

**Education**

- M.A., Leadership and Organizational Studies, Azusa Pacific University
- B.S., Business Administration, University of La Verne
- IPMA-SCP Certification

**Professional Affiliations:**

- Vice President, Inland Empire Public Management Association – Human Resources (IEPMA-HR)
- National Public Employers Labor Relations Association (NPELRA)
- California Public Employers Labor Relations Association (CALPELRA)

**Deborah Gutman, SPHR, PHR-CA, Senior Consultant**

Ms. Gutman has over 20 years of comprehensive experience in Human Resources, including both public and private sector. She has a knowledge and understanding of federal and state labor laws, full-cycle recruiting, employee relations, compensation, training, budget administration, and policy development.

**Employment History**

- Senior Consultant, CPS Human Resource Services
- Human Resources Manager, Sierra Nevada Brewing Co.
- Human Resources Director, Feather Falls Casino
- Human Resources Manager, Rumiano Cheese Co.
- Human Resources Technician, Chico Unified School District
- Senior Staffing Coordinator, UnitedHealth Care

**Professional Experience**

- Lead several recruitment projects that involved hiring over 100 employees from entry-level to executive management for startup locations and businesses. This included development of hiring plans, advertising, conducting job fairs, candidate outreach, selection interviews, and new employee onboarding.
- Managed the Human Resources department of a growing business, fostering a teamwork environment, including direct supervision of human resources staff. Recommended new approaches, policies, and procedures to effect continual improvements in the efficiency of the department.
- Conducted formal investigations on serious employee relations claims or allegations of policy violations.
- Evaluate compensation and benefit packages, participate in salary surveys, and analyze results.
- Developed and nurtured relationships with directors, managers, supervisors, and staff establishing trust, communication, and consistency between human resources and other departments.
- Responsible for preparation of annual operating budget and monitoring expenditures in accordance with the approved budget.

**Education**

- MA, Human Resource Management, National University
- BA, Business Administration with emphasis in Human Resources, California State University, Chico

**Professional Organizations and Affiliations**

- Society for Human Resources Management (SHRM)

### **Michelle Pellegrino, Senior Consultant**

Ms. Pellegrino has over 15 years of professional and management experience in public sector Human Resources, including experience in the areas of employee recruitment and selection, classification and compensation, labor and employee relations, benefits, and policy development.

#### **Employment History**

- Senior Consultant, CPS Human Resource Services
- Human Resources Manager, City of Dixon Human Resources
- Labor Relations Officer, City of Sacramento Department of Human Resources
- Personnel Analyst, University of California Department of Agriculture and Natural Resources
- Senior Human Resources Analyst, Solano County Department of Human Resources

#### **Professional Experience**

- Managed the human resource and risk management activities of a local city of approximately 100 employees, including policy development, recruitment/selection, job classification and compensation, employee benefits, labor and employee relations, and risk management.
- Experienced in recruitment and selection, including development of advertising plans, outreach to potential candidates, development of exam processes, and creation of eligible lists for a wide range of job classes, including sworn staff, professional staff, and management positions.
- Has project manager experience on multiple large projects, including implementing online applications systems for multiple agencies, implementing the Human Resources Information System (HRIS) module for the City of Dixon, and a large-scale calculation of seniority date calculations, posting of lists, and notification to affected employees for Solano County. Provided planning, direction, and coordination of these projects, led staff teams, and worked closely with department representatives.
- Established cooperative working relationships with directors, managers, and supervisors with interpretation and applying personnel policy and procedures, discipline, recruitment/selection, classification and leave management.
- Participated in contract negotiations with multiple unions including Police, Fire, Correctional Officer, Professional Staff and Miscellaneous Employee Units.
- Established cooperative working relationships and resolved labor relations issues with multiple unions.

#### **Education**

- Bachelor of Arts, Psychology, University of California, Davis

#### **Professional Organizations and Affiliations**

- Senior Certified Professional (IPMA-SCP) with the International Public Management Association for Human Resources (IPMA-HR)

## **Jackie Frost, Administrative Technician**

Ms. Frost has over 4 years of experience in public sector Human Resources, including experience in the areas of employee recruitment and selection and test administration.

### **Employment History**

- Administrative Technician, CPS HR Consulting
- Senior Office Assistant, CPS HR Consulting
- Office Assistant, CPS HR Consulting

### **Professional Experience**

- Create and manage recruitments in applicant tracking system.
- Screening bulletin applications to validate applicants have met minimum qualifications for position.
- Scheduling and scoring written, oral, and bilingual applicant examinations
- Training proctors for written examinations and chairs for oral examinations.
- Responding to candidate inquiries by phone and e-mail.

### **Education**

- Bachelor of Science, Geography, Brigham Young University