



**PROPOSAL FOR CONSULTING SERVICES**

***City of Cortland***

***EMPLOYEE HANDBOOK CREATION***

***MAY 2010***

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## SECTION 1 - ANTICIPATED SCOPE OF WORK

### Introduction

The City of Cortland is seeking a firm to provide human resources expertise to create an employee handbook. The City is interested in the creation of a document that is user-friendly, easy-to-understand, up-to-date, and compliant so that it will be consistently administered throughout the organization. The goal is for this handbook to be used as a management tool for supervisors and a resource for employees.

### Overview

From the onset of the project through the initial review of the existing policies and procedures, through the final Handbook document phase, we will:

- 1) Outline a carefully designed Handbook designed to meet all of the City's goals, interests and needs for compliance;
- 2) Set guidelines compatible with the City's;
- 3) Set realistic policies and procedures that will help manage work-flow, employee productivity, benefits usage, attendance and other employment related functions; and
- 4) Provide ample support for any HR policy, procedure or decision facing the City.

### Planned Services for Creating an Employee Handbook

#### **PHASE I: REVIEW OF EXISTING HANDBOOK AND/OR DOCUMENTATION:**

The purpose of the initial review of the existing documentation is to gather detailed information about the organization, operations, benefits, policies, procedures and practices. Some of the information we will review includes:

- Business Practices of the Organization
- Collective Bargaining Agreements
- Employment Practices (smoking, parking, conservation of equipment, etc.)
- Dress Code
- Codes of Conduct
- Payroll Practices
- Benefits summary and information
- Non-harassment Policies (including sexual harassment)
- EEO policy and FMLA policy
- HIPAA compliant Privacy and Security Policies
- Confidentiality Statement and Policy
- Safety Policies and Procedures (OSHA, WC, etc.)
- Drug and Alcohol Policy
- Disciplinary Procedures
- Vacation, Holiday, Personal, Sick, Bereavement and/or time-off policies
- Workplace Violence Policy
- Employment at Will statement
- Leaves of Absence
- Attendance/Tardiness Policy
- Client Service Philosophy
- Productivity
- Many other policies and procedures

After careful analysis of the existing documentation, we will create a "Baseline Assessment" which will identify recommended items to be included in the Handbook.

#### **PHASE II: INITIAL MEETING WITH THE COMPANY HANDBOOK CONTACT PERSON(S)**

We will review our findings from our initial documentation review and discuss recommendations. We will determine what issues and/or problem areas currently exist that should be addressed in the Handbook. For example, if the organization is having an issue with employee attendance or use of paid time off, we will make sure to include a policy that addresses these issues and clearly states the policy and consequences of not following the policy.

We will review the payroll-related policies and procedures to ensure that they are compliant with current DOL regulations and FLSA rulings and ensure that the organization's payroll-related policies are compliant and mirror the actual payroll practices.

We will spend a significant amount of time on benefits (health, welfare, time off, leave of absence, vacation, sick, personal, holidays, etc.) to make sure they are compliant with current regulations and to make sure that they are written as they are "intended" to be carried out. We like to make sure that the policy actually reflects the practice. We also ensure that Company provided employee benefits are published in a "positive" manner and that they are highlighted as a "benefit" and not an "entitlement".

We will address compliance issues such as adherence to FMLA, ADA, HIPAA, FLSA, EEO and other federal and state employment-related rules and regulations.

We will also discuss what type of training the organization desires when issuing the new Employee Handbook. We recommend that the Company at least have a meeting with managers and supervisors to go over the Handbook and discuss how they can use the it as a management tool for enforcing policies and treating employees in a fair and consistent manner.

#### **PHASE III: REWRITING OR REVISING THE HANDBOOK: FIRST DRAFT**

We will create a "first draft" of the Employee Handbook which will be reviewed with the main contact(s).

#### **PHASE IV: SECOND DRAFT OF THE EMPLOYEE HANDBOOK**

BCG will meet with the main contact(s) to review comments, changes, questions etc. We will then create a second draft. This draft will then be reviewed with the main contact(s) and any others as designated by the City. BCG will incorporate any final feedback, as agreed upon, into the final copy.

**PHASE V: FINAL EMPLOYEE HANDBOOK**

Once the organization receives the final Employee Handbook, we strongly recommend it is reviewed by their attorney or legal council for approval before printing.

BCG will provide an electronic version of the final Handbook as part of this proposal.

BCG can arrange for printing through an outside printer and will be an additional cost depending on which printer is selected and what type of printing is desired.

BCG will schedule management Handbook training at the Company's request.

**ADDITIONAL SERVICES PROVIDED BY BCG (price quote can be provided):**

- BCG can provide additional employee Handbook training/introduction if requested.
- BCG will be available to answer questions and discuss issues that arise from the new Employee Handbook
- Ongoing consulting resource for Handbook-related questions and compliance issues
- Ongoing required training for new hires (as requested)
- BCG can create a "New Hire Orientation" program that will coordinate with the Employee Handbook and policies and procedures contained therein
- BCG can audit employee files for compliance and/or audit payroll files to determine compliance for FSLA legislation

## **SECTION 2 –ACCOUNT MANAGEMENT**

### **Kristen Pease**

Kristen Pease, Human Resources and Employee Benefits Consultant, will be your main contact. Kristen has more than thirteen years' experience in the human resource field. Kristen began her career with Ford Motor Company in the Ford College Graduate program aimed at high potential recent college graduates, where she participated in rotational assignments in Human Resources. While at Ford, Kristen spent a year in their Oklahoma plant focusing her time on labor relations. Kristen's broad experience in HR led her to Oak Industries in Boston, MA, as a Compensation and Benefits Analyst managing all of the company's health and welfare programs. In addition, she had direct responsibility for compensation administration for Oak's seven subsidiaries. When Oak Industries was purchased by Corning, Inc., Kristen relocated to the Syracuse, NY area where she joined Carrier Corporation, rising to a position of Senior Human Resources Manager. After seven years with Carrier, Kristen advanced to the position of Director of Human Resources for CXtec, a leading computer network hardware reseller headquartered in Syracuse, with responsibility for all HR functions.

Kristen joined Benefit Consulting Group (BCG) in May 2010 as a Human Resources and Employee Benefits Consultant. Kristen brings with her substantial expertise in all areas of human resources including employee relations, compliance, recruiting, progressive discipline, performance management and compensation strategy.

### **Alison Dunn**

Alison has more than fifteen years' experience in all areas of human resources. Alison began her career in human resources as a staffing supervisor in Rockville, Maryland where she was promoted to corporate trainer and then to manager. Alison then joined the Institute for Genomic Research in Rockville as a human resources generalist. Based on her extensive HR and benefits experience she was recruited by a fast-growing telecommunications company headquartered in Syracuse with 600+ employees, where she was directly responsible for the development, management and oversight of all HR activities, including welfare benefit plans.

Alison joined Benefit Consulting Group (BCG) in 2002 as a consultant with responsibilities related to designing client benefit plans and handling various HR projects (see list below), later assuming the positions of senior consultant and then vice president. In her current role, as senior vice president, Alison oversees corporate HR and provides leadership for our parent company, Oneida Financial Corp., as well as working directly with BCG's leading clients providing expertise in the areas of:

- Benefits Design, Implementation and Communication
- Strategic Planning
- Employee Relations
- HR and Regulatory Compliance
- Recruitment and Selection
- Diversity
- Performance Management
- Compensation and Benefits Analysis
- Training and Development

### **SECTION 3 – PROPOSED FEES**

In exchange for rendering professional and consulting services pursuant to your request for a proposal, we propose the following:

#### **Bill on a Project Basis:**

*In exchange for rendering professional and consulting services pursuant to this Agreement, The City of Cortland agrees to pay BCG in accordance with the following, as mutually agreed upon by the City of Cortland and BCG:*

Project Rate: \$3,000

We would expect the project will take 3-6 months, depending on how quickly the internal review process takes with the City of Cortland, as well as the approval process.

BCG will invoice 50% upon delivery of the first draft and the remaining amount at the completion of the project. Payment shall be made within thirty (30) days of the invoice date.