

Texas Department of Information Resources



STATEMENT OF WORK (SOW)

FOR

Human Resources Management

Goals Based Performance Management Program

**CPS HR CONSULTING
TXMAS Contract Number
TXMAS-10-874020**

June 22, 2015

**Department of Information Resources
Statement of Work**

Introduction

This Statement of Work (SOW) captures the understanding of the scope and outlines the deliverables and timeline for developing and implementing the Human Resources Goals Based Performance Management Program for Texas Department of Information Resources ("DIR"). This SOW is subject to the terms of Texas Multiple Award Schedule (TXMAS) Contract number TXMAS-10-874020 with CPS HR Consulting ("Vendor") for training services and Vendor's proposal for Performance Management Services dated April 28, 2015.

CPS HR Consulting shall develop and implement a performance management program that will assist the agency in meeting the goals and objectives of the organization as identified in its strategic plan.

For the purposes of this SOW, DIR defines a performance management program as a systematic process and tool used to:

- Evaluate and document an employee's performance in the essential job functions of the employee's position;
- Facilitate improvement in performance;
- Promote professional development;
- Recognize accomplishments; and
- Provide a tool for making personnel decisions including but not limited to promotions and merit raises.

Scope

CPS HR Consulting shall evaluate, align and reinforce DIR's current performance management program to provide a goals based performance management program that incorporates goal setting objectives and industry best practices. Elements of services the Vendor shall provide include goal planning, coaching, feedback and training.

The outcome of this project shall consist of two phases: i) a division pilot training of the preliminary goals based performance management program; and, ii) a DIR enterprise rollout of the new goals based performance management program. The Vendor shall facilitate both the pilot of this performance management program with one division before rolling it out to the entire organization.

Deliverables

The following outlines the deliverables and project tasks that shall be provided by the vendor.

Deliverable 1 – Project Kickoff and Analysis of Current Performance Evaluation Process

- Task 1 - Project Kickoff

As part of the project kickoff, the Vendor shall meet with DIR project team to initiate the tasks below. The objectives for the project kickoff meeting will include:

- Clarify project objectives and project scope
- Reporting and communication practices during the project

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- Review DIR background information/documentation requested that may affect project design and development tasks
- Clarify historical questions regarding evaluation practices
- Project planning logistics and timeline—discuss any needed adjustments due to DIR's needs
- Address any expected DIR barriers to completing project steps and recommended counter-measures to address the barriers
- Discuss the project communication plan for DIR employees at conclusion of the project
- Address questions from DIR

Deliverables: Proposed meeting agenda; revised project timeline to reflect decisions made in the kickoff meeting

▪ Task 1A – Analysis of DIR's Current Performance Evaluation Process

The Vendor shall analyze DIR's existing employee evaluation tools to identify strengths, weaknesses, and opportunities for enhancements to incorporate into new employee performance management program.

The tasks to complete the analysis of the current evaluation process will include the following:

- Conduct interviews (approximately 1 to 1.5 hour) with Human Resources management and designated DIR senior management stakeholders and with a select group of DIR line employees
- Coordinate with human resources to develop and distribute a performance management survey to gain perception of the performance evaluation's current state.
- Review existing performance evaluation/goal-planning forms and templates
- Review existing communication/training materials on the evaluation process to include but not be limited to: new hire/orientation material, any employee handbook materials, related policy documents, employee/supervisory training materials
- Review any related reports/data assessing the evaluation process and goal-planning tools to include but not be limited to: employees survey results, exit interview results or third party audits or assessments
- Request HR system reports reflecting important metrics pertinent to the evaluation process
- Meeting with the Department project team to discuss key findings report

Deliverables: Summary report of analysis findings

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Deliverable 2 – Employee Performance Management Program Design and Development

The Vendor shall design, then develop a performance evaluation program meeting the criteria noted below:

- Performance based employee evaluation standards tied to organizational objectives that uses industry best practices
- A training compliance section that verifies that employee has taken agency mandated training, such as ethics, accessibility and discrimination
- A coaching component for managers that connects employee short-term goal setting to longer-term career planning
- Instruction for supervisors on how to develop goal based performance standards that are tied to the mission and objectives of DIR
- Provision of basic concepts that enable supervisors to establish and communicate clear and concise goal-based performance standards to employees

The design/development task shall incorporate the following process and communication practices:

- All draft forms, templates, and system content will be provided to the DIR project team and executive team for feedback and resulting revision
- All forms, templates, and tools will be reviewed for compatibility with existing IT system tools by the CPS HR team IT/Technical consultant
- New program tools, forms, and templates will include on-demand user-friendly materials on the effective use and completion of the instrument
- Program tools, templates, and resources will represent an integrated approach to performance evaluation that represents performance management best practices are aligned with Department strategic goals

Deliverables: Draft then final new program content and supplementary materials

Deliverable 3 – Division Pilot Training

▪ Task 3 – Pilot Training

Vendor shall complete training for one Division to pilot the new Employee Performance Management Program consistent with the following specifications:

- The training will consist of a half-day training curriculum directed toward supervisors that addresses effective performance management practices and includes a focus on goal setting based on DIR's mission, objectives and philosophy
- The training session will be preceded by a short pre-work self-assessment exercise
- The training will be delivered by a PowerPoint presentation, training aids, and handouts, and will incorporate leading adult learning principles including sub-group work and practical application of training skills

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- The pilot group session is understood to be approximately ten participants
- The vendor can use DIR's audio visual equipment for the training presentation
- The training session will include a post-training assessment by the participants

Deliverables: Training program content and post-training feedback summary

▪ Task 3A – Post-pilot Program Revision

The pilot training process may result in revisions to the training content based on the participant and trainer's joint assessment of the program. Revised drafts of program changes will be submitted to the DIR project team, then finalized on approval. The revised program materials will be provided to the pilot team.

Deliverables: Any revised program content and supplementary materials

▪ Task 3B - Pilot Monthly Check-in

Given the necessary time gap between the pilot implementation and the expected continuation of new program training approximately four months later, DIR and Vendor may schedule brief monthly check-ins in order to more quickly capture evolving feedback on the utilization of the new program. The check-in can be organized as a teleconference meeting (approximately one hour) between the Vendor and DIR project team and pilot team stakeholders. The meeting agenda format will be predetermined between Vendor and the DIR project stakeholders.

▪ Task 3C - Pilot Program Evaluation

At the conclusion of the pilot program implementation, Vendor shall conduct a formal assessment of the pilot experience to include:

- An on-site focus group session with the pilot team management, preceded by a question set to focus the feedback in the meeting
- A short survey of Division employees participating in the pilot
- A meeting with project team stakeholders which will summarize the pilot management and employee feedback key findings
- The aggregated feedback from this input will be used to make any final adjustments to program material and tools before the roll-out to the remaining organization

Deliverables: Summary report on pilot evaluation

Deliverable 4 – Training for Remaining DIR Supervisors

Utilizing the finalized program content from the pilot implementation, Vendor shall provide a half-day training curriculum directed toward the remaining DIR supervisors.

- The training will include the curriculum and mode of training resulting from the pilot training and subsequent implementation evaluation

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- The training audience is anticipated to be approximately 65 persons trained within four training sessions
- The training session will include a post-training assessment by the participants
- A training session will be conducted at the NSOC location on 1001 W. North Loop Austin, Texas 78756 or remotely via DIR skype or other available technology for remote presenting
- The training will be preserved and available to supervisors unable to attend active scheduled training sessions

Deliverables: Training sessions and summary of the post-training feedback

Deliverable 5 - Rollout of new performance management system to DIR employees

Vendor shall provide at least five to six (5-6) rollout sessions of the new performance management goal-planning system to DIR employees. The roll-out will be preceded by a general communication to employees jointly crafted by Vendor and the DIR project team. The training sessions will include the following:

- A PowerPoint presentation of the new performance management system
- Training curriculum and learning aids for the anticipated 150 participants
- The sessions will be scheduled on non-contiguous days at times to facilitate strong attendance by employees with varied work schedules/shifts
- One session will be held at the NSOC location on 1001 W. North Loop Austin, Texas 78756
- All sessions will include a post-training question period and will include an opportunity for written employee feedback on the training sessions

Deliverables: Training sessions and summary of the post-training feedback

Additional Information

- Deliverables must be provided on the dates specified. Any changes to the delivery date must have prior approval (in writing) by the Human Resources Director or designee.
- All deliverables must be submitted in a format approved by the Human Resources Director.
- If the deliverable cannot be provided within the scheduled time frame, the Vendor is required to contact the Human Resources Director in writing with a reason for the delay and the proposed revised schedule. The request for a revised schedule must include the impact on related tasks and the overall project.
- A request for a revised schedule must be reviewed and approved by the Human Resources Director before placed in effect. Contract Terms and Conditions may dictate remedies, costs, and other actions based on the facts related to the request for a revised schedule.

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- A kickoff meeting will be held at a location and time selected by the Human Resources Director where the Vendor and its staff will be introduced to DIR.

Roles and Responsibilities

- Prior to the start of this engagement, DIR and Vendor will each designate a person to be the single point of contact for all communications regarding the contract and SOW between DIR and Vendor during the engagement. The DIR contact will be the Human Resource Director.
- DIR will make every reasonable effort to make applicable stakeholders and subject matter experts available to Vendor during the engagement.
- DIR will coordinate and schedule interactions between Vendor and DIR staff.
- DIR will provide timely review of deliverables by Vendor.

Project Schedule

The anticipated timeline for the project is identified below. Adherence to the timeline will require close two-way communications between DIR and Vendor, with timely DIR feedback and approval on project stages when DIR is needed to review any draft work products.

Task #	Duration
Task #1/1A: Project kickoff/Analysis of current performance and goal-planning program	June 22 – July 10, 2015 (Weeks 1-3)
Task #2: New program and supporting tools/templates design and development	June 29 – August 7, 2015 (Weeks 2-7)
Task #3: Division pilot training	August 10 – 14, 2015 (Week 8)
Task #3A: Program revision based on pilot	August 14 – 21, 2015 (Weeks 8-9)
Task #3B: Pilot check-in (monthly for 4 months)	Sept 8; Oct 5; Nov 5; Dec 7, 2015 (Weeks 12,16,20,25)
Task #3C: Post-pilot program revision	January 4 – 13, 2016 (Weeks 29-30)
Task #4: Training sessions for remaining supervisors	January 19 – 27, 2016 (Weeks 31-32)
Task #5: Employee training sessions	January 27 – February 12, 2016 (Weeks 32-34)
*Project to end no later than February 20, 2016 based on DIR constraints. Additional period from February 15-20, 2016 may be used for final reporting.	

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Reports and Meetings

- The Vendor is required to provide the Customer contract manager with weekly written progress reports of this project via email. These are due to the DIR Human Resources Director by the close of business on Thursday each week throughout the life of the project. The frequency of progress reports may be reduced based on mutual written agreement of the parties.
- The progress reports shall cover all work performed and completed during the week for which the progress report is provided and shall present the work to be performed during the subsequent week.
- The progress report shall identify any problems encountered or still outstanding with an explanation of the cause and resolution of the problem or how the problem will be resolved.
- The Vendor will be responsible for conducting bi-weekly status meetings with the Human Resources Director. The meetings will be held on Thursday of each week - at a time and place so designated by the Customer contract manager - unless revised by the Human Resources Director. The meetings can be in person or over the phone at the discretion of the Human Resources Director.

Invoices

Upon completion of a deliverable and acceptance by DIR, Vendor will submit an invoice to DIR setting forth amounts due to Vendor in accordance with TXMAS Contract Number TXMAS-10-874020 requirements. The invoice will clearly state the period of the work performed and the deliverable. Payment shall be made in accordance with the TXMAS Contract and the Prompt Payment Act.

Customer/Vendor-Furnished Equipment and Work Space

DIR will provide adequate office/conference space to accommodate meetings and the work product.

Additional Customer Terms and Conditions

DIR owns all Work Product that is the result of this Statement of Work.

The scope of this engagement is defined by this Statement of Work. All DIR requests for changes to the SOW must be in writing and must set forth with specificity the requested changes. As soon as practicable, the Vendor shall advise DIR of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to decide whether to proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to the Vendor commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this SOW. By way of example and not limitation, changes include the following:

- Any activities not specifically set forth in this SOW
- Providing or developing any deliverables not specifically set forth in this SOW

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- Any change in the respective responsibilities of the Vendor and DIR set forth in this SOW, including any reallocation or any changes in engagement or project manager staffing
- Any additional work caused by a change in the assumptions set forth in this SOW
- Any delays in deliverable caused by a modification to requirements and assumptions set forth in this SOW
- Deliverables provided to DIR will be accepted within seven business days or DIR will provide specific deliverable edits, changes or revisions within the seven business day period. This provision is established as time is of the essence given the project objectives, schedule and deliverables, and delays in deliverable approval may impact the critical path.

Pricing

This project will be completed for a fixed-fee of **\$49,700.00**. Costing breakdowns for the major task areas are provided in the table below.

#	Deliverable Description	Price
1	Preliminary Analysis of Current Performance Evaluation Process (includes initial project kick-off meeting)	\$6,662.50
2	Employee Performance Management Program Design/Development	\$14,230.00
3	Training for One Division to Pilot Employee Performance Management Program (includes subtasks: #3A - Post-Pilot Program Revision; #3B - Pilot Program Monthly Check-in; #3C - Pilot Program Evaluation)	\$15,107.50
4	Training for Remaining DIR Supervisors (Four Sessions)	\$6,150.00
5	Training Rollout of New Performance Management System to DIR Employees (Six Sessions)	\$7,550.00
Total		\$49,700.00

Point of Contact

All communications must be directed through the following Point of Contacts:

Department of Information Resources (DIR):

Ivan Smith, Director Human Resources
Texas Department of Information Resources
300 W. 15th Street, Suite 1300

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This Statement of Work (SOW) is executed to be effective as of the date of last signature. This SOW is submitted under the terms and conditions of the Texas Multiple Award Schedule (TXMAS) Contract number TXMAS-10-874020 with CPS HR Consulting ("Vendor") for training services and Vendor's proposal for Performance Management Services dated April 28, 2015.

CPS HR Consulting

Authorized By: 
Gerald Greenwell (Jun 19, 2015)

Printed Name: Gerald Greenwell

Title: Chief Executive Officer

Date: Jun 19, 2015

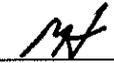
Texas Department of Information Resources

Authorized By: 

Printed Name: Nick Villalpando

Title: CFO

Date: 6/23/15

Office of General Counsel:  6.23.15